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THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION

VOL. 7 □ NO. 8 □ SEPTEMBER 1987

RESTAURANTS USA

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MEETS

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ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
9/14 Baltimore, MD
9/21 Colorado Springs, CO
9/23 Albuquerque, NM
10/26 Pawtucket, RI
11/2 Newark, NJ
11/3 Cherry Hill, NJ
11/10 Austin, TX

Increasing Sales: Effective Front-of-the-House Management
9/21 Grand Rapids, MI
9/23 Milwaukee, WI
10/12 Portland, OR
10/26 Louisville, KY
11/10 Baltimore, MD
11/11 Philadelphia, PA

Kitchen Management
9/14 Eugene, OR
9/28 Columbia, SC
10/26 Toronto, Ontario, Canada
10/28 Harrisburg, PA
11/9 Virginia Beach, VA
11/11 Wichita, KS

Tools for Training
9/21 Minneapolis, MN
9/22 Indianapolis, IN
10/27 Springfield, MA
10/28 Syracuse, NY
11/10 Birmingham, AL

Food Production Courses

Perfecting Your Culinary Skills
9/15 Atlantic City, NJ
10/19 Cromwell, CT
11/4 Pittsburgh, PA
11/11 Newport Beach, CA
11/13 Burlingame, CA

Simplified Baking Workshop
9/16 Greenbelt, MD

Soups and Sauces
10/26 Newark, NJ
10/27 Burlington, VT

Foodservice Management Courses

Banquet Management
9/15 Anaheim, CA
9/17 Burlingame, CA
10/6 Vancouver, B.C., Canada
10/19 Montreal, Quebec, Canada
10/21 Moncton, New Brunswick, Canada
11/2 San Diego, CA
11/4 Sacramento, CA

Beverage Management
9/16–17 Uniondale, NY
9/30–10/1 Portland, OR
10/13–14 Denver, CO
11/9–10 Toronto, Ontario, Canada

Coping with the Personal Demands of Foodservice Management
9/14 Atlantic City, NJ

Employee Motivation
9/28 Annapolis, MD
9/30 Lancaster, PA
10/12 Columbus, OH
10/14 Indianapolis, IN

Food Cost Management
9/15 Atlantic City, NJ
10/13 Williamsburg, VA
10/14 Tysons Corner, VA

Foodservice Operators' Legal Workshop
10/6 Richmond, VA
11/10 Raleigh, NC

Menus That Sell!
9/14 Atlantic City, NJ
9/29 Honolulu, HI
10/6 Atlanta, GA
10/19 Minneapolis, MN
10/21 Madison, WI

Off-Premises Catering
9/14–15 Atlantic City, NJ
9/28–29 Toronto, Ontario, Canada
10/19–20 Dearborn, MI

Operational Analysis
9/17–18 Boston, MA
10/7–8 Las Vegas, NV

Planning and Implementing Restaurant Marketing Strategy
9/22–23 Newport, RI
11/4–5 Indianapolis, IN

Planning Successful Buffets
10/5 Monterey, CA
10/6 San Francisco, CA

Profitability
9/22 Charlotte, NC
9/23 Williamsburg, VA
9/28 Orlando, FL

Real Estate and Restaurant Site Selection
11/9–10 Orlando, FL

Restaurant Design and Facilities Planning
9/30–10/1 Santa Barbara, CA
10/21–22 Boston, MA
11/11–12 Reno, NV

Sanitary Assessment of the Foodservice Environment (S.A.F.E.)
10/5 Dallas, TX
10/20 Portsmouth, NH
11/9 Denver, CO

NATIONAL CONFERENCES

Independent Foodservice Operators' National Conference
1/24–26, 1988 Miami, FL

For more information, contact National Restaurant Association Education Foundation, 311 First St., N.W., Washington, DC 20001 (800) 424-5156 or (202) 638-6100.

If your company is interested in our in-house programs, contact Frank Doyle at the association's Washington, DC, office.

STUDY GROUP MEETINGS

Financial Officers
10/7–9 Denver, CO

Internal Auditors
9/15–18 Las Vegas, NV

Management Information Systems (MIS—formerly EDP)
10/13–16 Lake Tahoe, NV

Marketing Executives
10/18–20 Lake Tahoe, NV

Multi-unit Architects, Engineers and Construction Officers (MAECO)
9/16–18 Las Vegas, NV

Quality Assurance
10/28–30 Hilton Head, SC

Tax Executives
10/7–9 Denver, CO

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

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RESTAURANTS USA

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PRESIDENT'S REPORT

Michael J. Grisanti, President and Chief Operating Officer
Grisanti, Inc.; Louisville, KY

Fight continues to fend off minimum-wage increase

September means that Congress is returning to Washington—which means the return of legislative challenges for the foodservice industry. The number-one priority on the legislative front continues to be the association's opposition to a minimum-wage increase.

During past weeks, association board members joined me in logging thousands of miles to communicate our opposition to major media. Cities covered included Los Angeles, Chicago, New York and Dallas, resulting in editorial coverage favorable to our position. Washington, DC, is to be covered in September.

Among the most notable accomplishments was the July 30 editorial in the *Wall Street Journal* questioning the fairness of a minimum-wage increase. This piece appeared eight days after I met with the paper's editors, and it included many of the association's arguments and viewpoints.

Clearly, we are making progress in our campaign to oppose an increase in the minimum wage. We intend to further that progress when Congress reconvenes this month.

Public Affairs Conference, September 14–16

Foodservice operators from across the country also will convene in Washington this month at the association's third annual Public Affairs Conference, September 14–16. Registrations are being accepted up to the last minute for this influential gathering of lawmakers, Reagan administration officials and industry representatives—so get your name on the attendee list today.

As usual, a highlight of the two-day conference will be the annual "Chef d'Oeuvre" reception, featuring specialties from Washington's finest restaurants and giving conference attendees a chance to meet socially with congressional representatives. I hope to see you there.

Phase two of industry image campaign

The second phase of the hospitality industry's image-building campaign is now under way. Advertisements promoting careers in the industry will begin appearing this month in scholastic and vocational guidance magazines geared toward high school students.

In addition, videotapes outlining the benefits of a career in hospitality have been sent across the country to 7,500 high schools with vocational guidance programs. By targeting these specific groups, we hope to bolster the ranks of employees who view foodservice not just as a job, but also as a career. Look for more information on the industry image campaign and ideas on how you can participate in the weeks and months ahead.

New current issues report available; compensation survey mailed

On the subject of employee motivation, the latest in the association's series of Current Issues Reports, entitled *Non-Traditional Reward Systems for Foodservice Employees*, is now available through the association's publications department. This report outlines unique and inventive compensation programs employers can use to lure and maintain qualified employees. Look for it in the new *Catalog of Publications* to be mailed to all members this month.

Also in September, all key members of the association will be receiving a questionnaire regarding wage and benefits practices for salaried employees and executives.

Association's video library growing

Please fill out this survey as soon as possible. The results will be published early next year.

Finally, the association's video library continues to grow. The award-winning *VideoTraining* series now includes three installments: "Waitstaff Training," "Back-of-the-House Training" and "Wine Training." In addition, two videos which explain in plain, understandable language how to comply with two foodservice-related laws, "Tips & Taxes" and "Complying with the New Immigration Law," are available through the association's publications department.

It is my pleasure to welcome 157 new members who joined the National Restaurant Association in August. Your participation in the association will benefit your business and will make the association more effective in its representation of the foodservice industry.

Sincerely,

Michael J. Grisanti
President and Chairman of the Board

RESTAURANTS USA

COVER STORY: TASTES OF THE ORIENT COME WEST

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24 Egg rolls go cosmopolitan
Egg rolls are taking on a new, jazzier look and taste.

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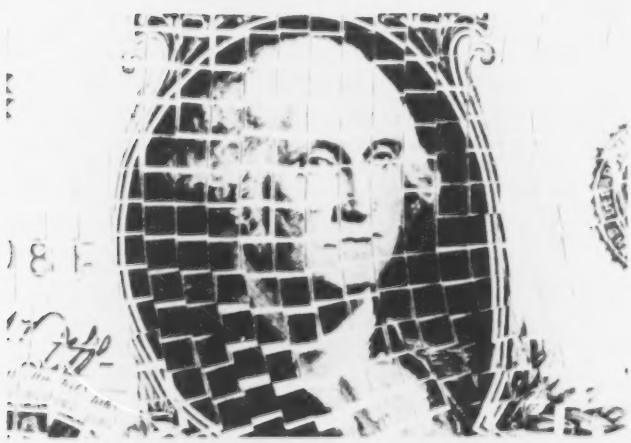
10 Older workers: The work force of the future?
As the number of teenagers declines, foodservice may turn to older workers to fill staffing needs. Attracting this valuable work force into your operation may be a long-term solution. A *Foodservice Trends* special sidebar examines the drop in available teenage workers.

14 Restaurant software comes of age
Because "noncomputerized" may come to mean "noncompetitive" in the near future, this article outlines some of the recent innovations in restaurant software. Sidebars detailing one operator's purchasing checklist and another's customized labor scheduling system illustrate restaurateurs' increasingly sophisticated approach to computerization.

26 Restaurant expansion: Mergers
Mergers are becoming a viable expansion strategy for restaurant companies. Here's a look at the reasons behind the merger trend and tips on forming a successful partnership.

30 Restaurant expansion: Going public
Because going public inevitably changes the way a business operates, this article outlines some of the factors to consider before joining Wall Street.



33 Apprenticeships: Investing in the future
Concerned with developing top-notch staffs, some operators are creating their own apprenticeship programs, ranging from formal American Culinary Federation (ACF) affiliations to more informal, customized programs.

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Cover photograph by Gary Landsman
Model's clothing courtesy of Linens of the Week
Mask by Suzani

Liability insurance for association members

The National Restaurant Association has taken steps to soften the blow of the liability insurance crisis by making affordable insurance available to its members. The association's Board of Directors has approved association sponsorship of a holding unit for an insurance company that provides low-cost, comprehensive liquor liability insurance to foodservice operators.

The Consortium of Licensed Beverage Retailers Association (COLBRA), which the restaurant association has agreed to sponsor, will act as a holding unit for the Beverage Retailers Insurance Company (BRICO). Through BRICO, members of the restaurant association as well as members of other sponsoring organizations may obtain liquor liability insurance coverage at premiums well below current market rates. Other organizations participating in COLBRA are the American Hotel & Motel Association, the National Licensed Beverage Association, the National Liquor Stores Association, the Alcoholic Beverage Legislative Council and the Wine and Spirits Guild of America.

The initial funding for the establishment of COLBRA is being provided by Joseph E. Seagram & Sons, Inc.

In announcing the National Restaurant Association's participation in COLBRA, President Michael J. Grisanti said, "The liquor liability crisis has taken its toll on the foodservice industry. Many operators have been forced to pay outrageous premiums or, in some instances, to do without coverage altogether. Our participation in COLBRA ensures that National Restaurant Association members will be able to obtain the coverage needed to conduct business with minimum risk."

All alcoholic beverage license holders of the National Restaurant Association will receive complete information on BRICO once a license to operate, granted on a state-by-state basis, has been obtained. The initial license application for BRICO is being filed in Vermont, with remaining states to be phased in over a six to nine-month period.

The National Restaurant Association's participation in COLBRA was made possible by the passage of the Risk Retention Act in October 1986. Under this act, members of affiliated organizations are permitted to form an insurance company to provide liability insurance for organization members.

President Reagan honors Arby's

Arby's, Inc. (1,700 units; Atlanta, Georgia) has won a 1987 President's Citation for Private Sector Initiatives in recognition of its ongoing corporate involvement with Big Brothers and Big Sisters of America (BB/BSA). Last year, Arby's raised approximately $750,000 for BB/BSA through a variety of national fundraising efforts.

Leonard Roberts, Arby's president and chief executive officer, accepts Private Sector Initiative award from President Reagan.

The citation program was developed in 1984 to encourage the growth of voluntary service programs on the part of businesses, trade associations and professional societies.

1987 *Restaurant Industry Operations Report* is out

The National Restaurant Association has released its *Restaurant Industry Operations Report* for 1987. For the first time, this annual study contains specific information for each of the following types of restaurants: full-menu tableservice, limited-menu tableservice, limited-menu no tableservice (fast food), and cafeterias.

The four types of restaurant operations are each profiled by years in business, sales volume, location (urban, suburban and rural), affiliation, region and menu theme, including steak/seafood, Mexican, American, continental, sandwich/hamburger, ethnic and chicken. Operating results are expressed as amounts per seat and as ratios to total sales, the most common bases used in the industry. The tables detail such information as sales (by food and beverage), cost of sales, gross profit, controllable expenses, occupation costs and profit.

Additional tables exhibit earnings ratios, seat turnover, average check size, cost per dollar of sales and an analysis of employment, including employees per seat, sales per employee and part-time versus full-time workers. These data are displayed by specific operational characteristics, such as affiliation, menu theme and sales volume. In response to requests over the past year, the report includes amount-per-square-foot data covering sales, profits and occupational expenses.

The survey was conducted jointly by the National Restaurant Association and the international accounting firm of Laventhol and Horwath which performed the statistical analysis. This year, also for the first time, many state restaurant associations distributed questionnaires to their members, resulting in a record response.

How to order

Association members who completed this year's survey will receive a complimentary copy of the comprehensive report. Others wishing to receive the study should send a check or money order to the National Restaurant Association, 311 First St., N.W., Washington, DC 20001. The price is $30 for members and $60 for nonmembers. When ordering, please be sure to include payment plus a 10 percent shipping and handling fee and any applicable tax. Washington, DC, residents must add a 6 percent sales tax. Illinois residents must add 7 percent, and Chicago, Illinois, residents must add an additional 1 percent, making their total tax 8 percent. ***No purchase orders, please.***

The ISAL needs your help!

All restaurateurs need forms for scheduling, purchasing, inventory control, making reservations, interviewing and many other procedures to help an operation run smoothly. And they need job descriptions for all the positions in their operations.

So does the National Restaurant Association Information Service and Library (ISAL). ISAL receives many requests for this type of information. Please send copies of the forms and job descriptions you use in your establishment.

ISAL staff will organize all the forms they receive. They will then file them and make them available to members. Then, the next time you need a sample form or job description, ISAL will be ready to help.

Send your forms to ISAL Forms, National Restaurant Association, 311 First St., N.W., Washington, DC 20001.

Older patrons apt to be loyal customers

Most Americans, particularly older customers, are very loyal to their favorite restaurant, visiting that restaurant consistently for two years or more. The results of a recent survey conducted by Restaurant Consulting Group of Evanston, Illinois, and published in the *Power Marketing Quarterly*, show that 57 percent of restaurant patrons, "Old Loyalists," visit the same restaurant more than once a month. The remaining half, "Switchers," are more apt to choose new restaurants. These "Switchers" tend to be younger consumers, both married and single, and they are looking not only for good food but also for menu variety and fast service.

NAFEM introduces certification course

The National Association of Food Equipment Manufacturers (NAFEM) is offering a foodservice accreditation course, the first of its kind for equipment and supplies industry professionals. The Certified Foodservice Professional (CFSP) program has been designed to raise the professional standards of the industry by encouraging professionals to broaden their knowledge through a continuing program of educational development and by honoring outstanding achievements within the foodservice equipment and supplies segment.

Requirements for achieving the CFSP designation include documenting educational, professional and leadership experience; participating in continuing education programs; and completing a CFSP written examination which covers selling skills, industry knowledge, trade math, energy sources, kitchen layout and design as well as product lines and applications.

NAFEM representatives point out that operators will be the ultimate beneficiaries of the program because sales and manufacturers' representatives will better identify their customers' needs.

Grisanti promotes industry unity

"Working together to achieve industry goals" was the theme of National Restaurant Association President Michael J. Grisanti's remarks at the Western Restaurant Convention and Exposition in Los Angeles in August. "There is no one who competes more fiercely than the restaurateur," said Grisanti, the keynote speaker at the California Restaurant Association event. "But when our industry is threatened by unwarranted legislation or regulation, we must subordinate our loyalty to our individual businesses—we must set aside our innate competitiveness and act as one."

Michael Grisanti addresses Western Restaurant Convention

Association Executive Vice President Bill Fisher also spoke at the Western Restaurant Convention, giving attendees a look at "Foodservice—A View from Washington."

Directors outline minimum-wage opposition to media

National Restaurant Association directors continued to carry the association's position against a minimum-wage increase to media in major metropolitan areas this month. Association Communications Committee Chairman Harry Klingeman (Indian Trail; Winnetka, Illinois) spent a whirlwind day in Chicago talking to the *Chicago Tribune*, the CBS news affiliate, radio stations and magazines about how a minimum-wage increase would harm the very people it intends to help. "An increase in the minimum wage would actually reduce the number of hours and even jobs available for entry-level workers," Klingeman told reporters. "Nine out of 10 minimum-wage earners are teenagers, students, spouses of heads of households—workers who value their jobs for secondary income or for career advancement opportunity. These are the people who would be hurt most if the minimum wage is raised."

Association Vice President Jim Peterson (Whataburger, Inc.; Corpus Christi, Texas) took the association's message to Dallas media, including the *Dallas Times Herald*. Peterson expressed optimism that, with the aid of media reports resulting from the association tours, public opinion regarding a minimum-wage increase would shift toward the association's position.

All members of the association are encouraged to join in the minimum-wage opposition effort. Members interested in serving as spokespeople should contact the association's Communications Department, 311 First St., N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

—*Anne Papa*

Hearings continue on the minimum wage

Congressional committees held summer hearings on the minimum-wage issue right up until the time Congress left Washington for its month-long August recess. Business groups, minimum-wage workers, organized labor, the administration and economists all were given an opportunity to air their opposing viewpoints.

The National Restaurant Association testified at the first hearing to be held by Sen. Edward Kennedy's (D-MA) Labor and Human Resources Committee. (Kennedy is co-author of the legislation that is expected to provide the starting point for the minimum-wage debate. His bill, S. 837, would raise the wage to $4.65 over a three-year period, beginning in 1988.) Ron Sarasin, director of government relations for the association, spoke on behalf of the Minimum Wage Coalition to Save Jobs, a broad-based group of employers organized to protest minimum-wage increases.

Increases in the minimum wage are not the way to get at poverty, Sarasin told members of the Senate committee. Minimum-wage earners are generally not the "working poor" being targeted for help by minimum-wage proponents; rather, minimum-wage earners tend to be young, single and living at home.

Sarasin urged the senators to give painstaking attention to the type of workers who would be most likely to lose their jobs or have their hours cut back in the event of a minimum-wage increase. "The least-productive workers—the young, those lacking job experience and skills—will be the first to feel the effects of a minimum-wage hike. When businesses can find substitutes for more expensive labor or when they can eliminate, streamline or combine marginal positions, they will do so—even at the expense of these lower-skilled workers," Sarasin told the committee.

Secretary of Labor William Brock has outlined the Reagan administration's opposition to a minimum-wage increase.

Secretary of Labor William Brock testified at the same hearing, outlining the Reagan administration's opposition to a minimum-wage increase. "Pay can be counted in both wages and job experience. With the experience of minimum-wage jobs, workers are investing in themselves, increasing their own human capital. As they remain in the work force, their wages rise. We need to make every effort to ensure that they have the opportunity to get this first job. Let's not dim their chances by raising the entry wage," said Brock.

Organized labor got its chance to tout a minimum-wage increase during the Senate committee's second scheduled hearing in late July.

At that hearing, AFL-CIO President Lane Kirkland said that employers who pay low wages "receive a tax subsidy. This is unfair to the low-wage worker and other taxpayers, and it undermines the incentive to work." Jay Mazur, president of the Ladies' Garment Workers, called the present wage "sadly out of date," saying that today's minimum wage is worth only about $2.62 an hour in real dollars.

A spokesperson for Service Employees International Union declared, "Today's minimum wage is a sub-poverty wage. Working full time, the minimum-wage worker earns less than $7,000 a year. This is only 62 percent of the poverty threshold for a family of four."

At the final prerecess hearing, House Small Business Committee Chairman John LaFalce (D-NY) affirmed his commitment to raising the minimum wage: "The current minimum wage no longer accomplishes its intended goals: to allow a worker to maintain a decent standard of living and to keep a family of three above the poverty level. In some states, including my own state of New York, a family is better off living on welfare benefits than working at the minimum wage."

LaFalce, however, noted that many Democrats have significant differences of opinion over how much the increases should be, whether a youth subminimum should be established and whether the wage should be pegged to 50 percent of average hourly earnings beginning in 1991, as Kennedy's legislation proposes.

LaFalce's witnesses included George Washington University's Sar Levitan, an economist who called the past six years of a $3.35 minimum "the longest period of neglect since minimum-wage laws were first enacted in 1938." Yet Levitan admitted that the Kennedy legislation might be unwise: "Such rapid, steep increases, compounded by a likely recession around 1991, are likely to contribute to significant job losses." Levitan urged members of the committee to be "cautious and prudent" in choosing a system for indexing the minimum wage.

Levitan's testimony was followed by the statement of another economist, Marvin H. Kosters, from the American Enterprise Institute. Like Sarasin, Kosters' testimony reiterated the fact that the adverse employment effects accompanying a minimum-wage increase are "selective," hitting the young, those with poor schooling, dropouts, minorities, the handicapped and others with low earning capabilities.

Proposition 65

Association fights California labeling requirements

The National Restaurant Association has joined other national organizations in fighting the warning/labeling requirements of Proposition 65, the ballot initiative passed by California voters in November 1986.

Proposition 65, the "Safe Drinking Water and Toxic En-

forcement Act of 1986," prohibits the discharge of carcinogenic chemicals or reproductive toxins into drinking water sources and requires businesses to warn consumers when products contain these chemicals. Although the "safe drinking water" measure was aimed chiefly at hazardous-waste disposers and industrial polluters, food groups fear that the warning requirements of Proposition 65 could have serious consequences for the producers and sellers of food.

The law is scheduled to go into effect February 27, 1988. Currently, California officials are drawing up a list of the chemicals that are covered. The initial list released by Governor George Deukmejian includes 26 chemicals; a secondary, as-yet-unapproved list contains 200 more.

Most experts agree that *virtually all* food products contain trace amounts of at least one chemical on the primary list and that *all* food contains a low level of at least one of the chemicals on the secondary list. Many of these chemicals are unavoidable, naturally occurring constituents which have insignificant health risks.

Under federal food safety laws, these food products are considered safe. Proposition 65's approach—requiring warnings even for federally approved foods that contain insignificant traces of the chemicals—would only confuse consumers, say the measure's opponents.

Proposition 65 ignites national protests

Because of the California law's far-reaching implications for the food industry and because similar proposals are brewing in other states, Proposition 65 has sparked controversy far beyond California's borders.

The Grocery Manufacturers Association (GMA), joined by the California Restaurant Association and numerous other groups, has filed a petition with the California Health and Welfare Agency, the department responsible for writing the regulations to implement Proposition 65.

The GMA petition calls for food products already in compliance with federal and state food safety laws to be exempted from the warning requirements of Proposition 65. As this ***Restaurants USA*** went to press, the agency had indicated it would make a decision on the GMA petition in mid-August.

Taking a different approach, the National Food Processors Association (NFPA) has filed a petition with the U.S. Food and Drug Administration (FDA) asking for a federal regulation that would preempt state and local warning requirements.

"The FDA's willing surrender of jurisdiction over food safety determinations and food labeling to California officials would encourage aggressive moves by other states to establish their own regulatory agenda for foods, to make their own determinations as to the safety of the food supply and to impose their own requirements on the formulation and labeling of food products," said the NFPA petition.

NFPA petitioners are hoping for an answer from FDA similar to the position of U.S. Agriculture Secretary Richard Lyng who told Governor Deukmejian in early June that federal meat and poultry laws preempt the labeling requirements of Proposition 65.

Proposition 65 is also opposed by the Association of Food and Drug Officials (AFDO), a nonprofit organization of state regulators dedicated to the development and enforcement of uniform food, drug and other consumer protection laws. According to AFDO, Proposition 65-type warnings could undermine the effectiveness of other warning labels and cause people to believe that the federal government is not adequately protecting consumers.

Foodservice industry takes stand

The National Restaurant Association and 50 other groups have joined together to form the Council for Labeling Uniformity (CLU), a coalition opposed to state labeling requirements that differ from federal labeling regulations. The National Restaurant Association and most of the other groups in CLU have endorsed NFPA's petition.

In June, California Restaurant Association officials and several restaurateurs testified at hearings held by the state's Health and Welfare Agency, outlining both the logistical problems with labeling that could result from Proposition 65's warning requirements and the inequities involved in treating one state's food supply differently than that of other states.

"We could be creating a climate wherein people won't want to eat in California because they think California's food is different than other states' food," said JoLinda Thompson, director of government affairs for the California Restaurant Association. "If there are problems with food safety standards, they should be taken care of on the federal level. No one would benefit if each of the 50 states were able to create its own set of food safety standards."

"Risk-pooling" bill advances in House

The full House Ways and Means Committee has signed off on the concept of state health "risk pools," a proposal by Health Subcommittee Chairman Pete Stark (D-CA) that would allow states to establish insurance risk pools to provide health coverage to hard-to-insure individuals.

The proposal is opposed by the National Restaurant Association and other business groups because it would allow states to require firms with 20 or more employees to participate in the pools. If an employer failed to participate in such a pool, the state could require the employer to pay a 5 percent excise tax on the employer's gross payroll.

All state residents not eligible for Medicare or Medicaid would be eligible to purchase health insurance from the pool. Stark said the pools are for "people with Hodgkin's disease, leukemia or AIDS—people who just can't get insurance." Individuals who benefit from the risk pools would pay a premium covering part of the cost. The rest would be subsidized through general revenues and the proposed tax on employers.

This risk-pooling approach was approved by the Ways and Means Committee last year, and it was included as part of the fiscal 1987 budget reconciliation process. But the risk-pooling provision did not survive a budget conference with the Senate. A risk-pool measure has not been considered in the Senate so far this year.

—Jay Morris
Denise Roach

by Dorothy Dee

Demographic trends suggest that foodservice industry employers, who have traditionally hired large numbers of teenagers, will increasingly look to older workers to fill their staffing needs. Previously dominated by younger people between the ages of 18 and 34, the work force of the future will gradually become top-heavy with people 40 years and older. In fact, by the year 2030, one in three adults will be 55 years of age or older.

This is not a problem, maintains Cyril F. Brickfield, executive director of the American Association of Retired Persons (AARP) in Washington, DC. "Hiring older workers makes good business sense. They bring along years of experience. They value work and know what it means to give a day's work for a day's pay," he told 300 industry professionals attending the recent two-day conference, "Experience at Work: Employing the Older

OLDER WORK

The industry work force of t

For many older workers, retirement is not what it was cracked up to be. After six months away from a job, the level of dissatisfaction for many seniors rises. In fact, studies show that one in three retirees would go back to work for the right opportunity. This is good news for the foodservice industry, which is facing a labor supply crisis created by the dwindling number of teenagers.

While many foodservice companies are still poised on the frontier of hiring seniors, some companies are putting programs in place to tap the older-worker market. They are satisfied that some of the common myths about seniors, which have been employment barriers in the past, have been dismantled by research studies.

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5 myths debunked about the older worker

1. Perception by business. Research shows that workers 50 years old and older are perceived quite positively by American business. They are widely valued for their knowledge and experience, work habits and attitudes as well as emotional maturity. In fact, when the marketing and social research firm of Yankelovich, Skelly and White studied human resource decisionmakers at 400 companies in 1985, it found that 72 percent mentioned experience/skill/knowledge as a strength of older workers, and 29 percent cited superior work habits. Older workers received the highest marks on productivity issues, such as attendance/punctuality, commitment to quality and good performance.

2. Health insurance. Contrary to the popular belief that health insurance is more costly for older workers, the Yankelovich study found that human-resource decisionmakers were almost three times as likely to attribute high health insurance costs to young employees with dependents as they were to employees 55 years old and older.

3. On the job accidents. Seniors are not accident-prone. Robert Reid, Ed.D. of James Madison University's College of Business in Harrisonburg, Virginia, told conference attendees about a research study that examined more than 1 million accidents. That study, from the early 1980s, found the accident rate for workers over the age of 65 was virtually half that of workers in their 20s.

4. Intellectual functioning and

Worker in the Food Service Industry." The conference, presented by AARP and the National Restaurant Association and sponsored by Kentucky Fried Chicken Corp., discussed ways to coax seniors out of retirement as well as the merits and problems of hiring older employees.

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learning. Studies of intellectual functioning completed since 1955 indicate that intelligence remains intact for most people until at least the age of 70. In addition, some abilities, such as judgment, accuracy, certain types of decisionmaking and general knowledge, have been found to increase with age.

5. Health. Research indicates that personal health is a highly individual matter. While some people experience rapid deterioration with age, others see little or no decline. Life expectancy is also on the rise. By the year 2000, the average male can expect to live 81 years and the average female 86.

Seniors enjoy social interaction

Although there is little doubt that seniors can make a valuable contribution to a foodservice establishment, recruitment is not a clearcut process. Older workers are not a homogeneous group. They are a wide spectrum of individuals with varying needs, and these needs should be addressed in recruitment efforts.

When seniors were asked in research studies why they work, social interaction was at the top of the list, followed by having a purpose in life. Economic reasons came in last. In fact, the Social Security penalty continues to act as a disincentive to senior employment. Currently, seniors below the age of 65 are allowed to earn $6,000 before forfeiting $1 for every $2 over that amount. Workers aged 65 to 70 can earn up to $8,160 before the penalty takes effect. After the age of 70, there is no penalty. (In 1990, the penalty will be reduced to $1 for every $3 earned over the threshold amounts.) Consequently, when recruiting older foodservice workers, employers should talk in terms of compensation, not wage. Offering fringe benefits to seniors, such as free or discounted meals, health insurance policies, transportation and other noncash goods, may be powerful recruitment tools.

Other recruitment tips:

□ In research tests, older individuals consistently identify themselves with pictures of individuals 8 to 15 years younger. Keep this fact in mind when developing recruitment ads and literature; feature older workers somewhat younger than the target group you are aiming for.

□ Only 2 percent of older individuals consider themselves unemployed, which may be why employment ads in classified sections usually don't attract seniors. Better alternatives are senior citizen centers; senior employment programs; organizations serving the

needs of senior citizens in your local area, such as the Office on Aging, Forty Plus and Seniors, Inc.; retirement centers; and church groups. Most seniors (48 percent) consider themselves retired. Twenty-six percent work full time, and 11 percent work part time. Twelve percent are homemakers, and 2 percent are disabled.

□ The participation of older women in the work force has risen slightly while that of older men has decreased. Because women over 50 are twice as likely to be poor and have more of an economic need to work than do men, economic incentives can be effective recruitment tools.

Companies begin to tap older market

Some companies are beginning programs to invite older individuals to join their staffs. McDonald's Corporation of Oakbrook, Illinois, is a leader in the field. Its successful McMasters pro-

10 pointers for recruiting older workers

1. Underscore your commitment to older employees . . . no "age discrimination."

2. Emphasize the value the older individual's skills, experience and maturity will bring to the job.

3. Emphasize the potential the job offers to interact socially with other older individuals and make new friends.

4. Emphasize the possibility of job accommodation and flexible hours tailored to the individual's needs.

5. Highlight fringe benefits, especially health and life insurance.

6. Discuss ways the individual can maintain Social Security benefits through management of hours and income.

7. Discuss any on-the-job training.

8. Emphasize the opportunity to keep on giving and helping others.

9. For some, emphasize growth opportunity and a chance to start a second or third career.

10. In your ads or literature you might ask the question, "Did you retire too soon?"

—Based on a presentation given by Greg Newton, president of Newton and Associates in Boston, at "Experience at Work: Employing the Older Worker in the Food Service Industry."

Percent of teens in industry labor force drops

Recruiting teenagers to work in restaurants is not getting any easier. And this is bad news for restaurant operators, who have employed more young workers than any other industry. The proportion of foodservice workers who are teenagers declined from a high of nearly 32 percent in 1978 to 25 percent in 1986. And the drop is expected to continue, perhaps falling below 20 percent by 1995.

The shift in the labor supply pool is due to lower birth rates in the 1960s and early 1970s and fewer teens entering the labor force.

Fewer teens in foodservice

With fewer teens available to work in the industry, restaurateurs are employing more adults. During the eight-year period since 1978 when teen employment in foodservice occupations dropped by 100,000, adult employment rose by 944,000.

Restaurateurs are also employing a larger share of working teens. In 1978, approximately 8 million teens were employed, and 17 percent worked in foodservice occupations. By 1986, a smaller number—6.5 million teens—were employed but a higher proportion—19.5 percent—worked in foodservice occupations.

More adjustments necessary

At the same time that the number of teens in the labor force is declining, the demand for workers in foodservice occupations is rising. According to Bureau of Labor Statistics, approximately 1.5 million new foodservice jobs will be created between 1984 and 1995—a 22 percent gain.

This means that further changes in the composition of the industry's labor force are likely. Although the industry has adjusted to the teen labor crunch so far, further adjustments will be necessary in the decade ahead.

—Laurence Greenberg

Employment in foodservice occupations[1]

The percentage of teens in foodservice has dropped significantly

	1978	1986	Percent change
Total employment	**4,283**	**5,127**	**19.7%**
16 to 19 year-olds	1,360	1,260	−7.4%
Teens as percent of total foodservice labor force	31.8%	24.6%	N/A[2]

[1]All data in thousands except as indicated
[2]Not applicable
Note: *Data include only those teens employed in foodservice occupations; however, it excludes other teens working in the foodservice industry who are employed in other occupations, such as cashiers or clerical workers.*
Source: Bureau of Labor Statistics

Projected number of 16 to 19 year-olds in the civilian labor force[1]

The number of teenagers in the American labor force is predicted to decline over the next decade

	1986	1995	Percent change
Total	**7,926**	**7,057**	**−11.0%**
Male	4,102	3,750	−8.6
Female	3,824	3,307	−13.5

[1]All data in thousands except as indicated
Source: Bureau of Labor Statistics

gram, based on interviews with 1,000 workers already in the company, was piloted in Baltimore in 1986. It now operates in 17 cities, including Boston, Chicago, Dallas, Memphis, Phoenix, Tulsa and Washington, DC.

McDonald's recruits groups of six, eight or 10 seniors to its McMasters program. "By bringing them in with their own support groups, they are making their own cohesive unit," explains Patricia Brophy, program originator. McMasters trainees work one-on-one with a job coach—a McDonald's manager on leave for one year—and receive 15 to 20 hours of training each week. "We designed jobs we thought older people would enjoy," Brophy says, "positions like salad maker, biscuit maker, host and hostess, maintenance and even some swing management positions if they have store management experience." At the end of a one-month training period, McMasters trainees graduate, receiving a diploma from Hamburger University along with a pin and spatula. Trainees are then mainstreamed into the crew and become employees at one of the company's restaurants.

McDonald's prime-time commercial, "The New Kid," which features an older gentleman preparing for his first day on the job, has gone a long way in carrying the company's recruitment message to older workers and the public.

Kentucky Fried Chicken Corp. (KFC), headquartered in Louisville, Kentucky, has pledged to hire 1,500 older workers in 1987. To attract older workers, KFC has developed a new position of part-time assistant manager, which is designed to meet the older worker's need for stimulating part-time work and good fringe benefits. In addition to competitive salaries, KFC's new part-time assistant managers receive such benefits as medical and life insurance as well as paid vacations and holidays. KFC's new older recruits are also eligible for the company's Career Advancement Program (CAP) which cross-trains employees to perform both customer service and foodservice duties. According to Clara Kinner, KFC's director of public affairs, "CAP gives us a good source of assistant managers, reduces turnover and makes for more efficient store operations."

The Marriott Corporation in Washington, DC, hopes to attract more older workers through flexible work schedules, rotating shifts and part-time positions. According to Pam Farr, Marriott's director of equal employment opportunity and affirmative action, older workers have been targeted as part of the company's customer assistance program. They function as host/problem-solvers in the corporation's fast food restaurants. Seniors are currently recruited through job placement services and senior employment programs, such as Aging in America, which is located in New York City. Through these organizations, Marriott has access to a job bank of qualified older workers who train in one of the company's operations for a period from one week to two months. At the end of the training period, the trainee's job performance is evaluated and the company's needs assessed to determine whether permanent employment is possible. Benefits for Marriott's full-time hourly workers include medical, life and disability insurance; profit-sharing; and stock purchase.

Direct mail campaign begun

Having tried many of the traditional approaches, such as visiting senior citizen centers and church groups, General Mills Restaurants, Inc. of Orlando, Florida, is unrolling a direct mail advertising campaign this fall targeted to obtaining older workers for its York Restaurants in the Boston area. Through the direct mail piece, seniors will be invited to a breakfast at which hosts of the same age group not only help recruit attendees, but also help the company learn more about the dining habits of older individuals. While the company has not yet designed a compensation package specifically tailored to attracting seniors, Tom Higgins, director of employment, maintains that "the key words are flexibility, education and learning."

At the Arby's restaurants in Roanoke, Virginia, seniors are employed as biscuit makers and hostesses who clean tables and serve coffee. According to Arby's Operations Director Steve Haray, one older worker has been with the company for seven years and two others for more than two years. This is no accident. Seniors at the Roanoke Arby's go on company-paid trips once a quarter and have two consecutive days off. In fact, Haray even belongs to a local senior citizen group for the sole purpose of obtaining information on upcoming trips for Arby's seniors, and, when there isn't anything interesting, he takes them on a trip in a company-owned van himself. Haray, a former recruiter in the Marine Corps, hopes to go to retirement homes to speak on the older worker and the foodservice industry.

Locating qualified older workers

Contacting the local affiliates of the following organizations may help you locate qualified older workers:

- **Aging in America;** 1500 Pelham Parkway; Bronx, NY 10461; (212) 824-4004 or (800) 845-6900 outside New York state
- **American Association of Retired Persons;** 1909 K Street, N.W.; Washington, DC 20049; (202) 872-4700
- **Green Thumb, Inc.;** 5111 Leesburg Pike; Falls Church, VA 22041; (703) 820-4990
- **National Association for Hispanic Elderly;** 2727 W. 6th Street; Los Angeles, CA 90057; (213) 487-1922
- **National Caucus and Center on Black Aged, Inc.;** 1424 K Street, N.W.; Washington, DC 20005; (202) 637-8400
- **National Council on the Aging, Inc.;** P.O. Box 7227; Ben Franklin Station; Washington, DC 20044; (202) 479-1200
- **National Council of Senior Citizens;** 925 15th Street, N.W.; Washington, DC 20005; (202) 347-8800
- **National Urban League, Inc.;** 500 E. 62nd Street; New York, NY 10021; (212) 310-9000

In sum

Older workers may help solve the labor shortage problem demographers are predicting for the years ahead. Already, some foodservice companies are initiating recruitment programs to tap the potential in this population segment. ❑

Editor's note: *If you would like to employ seniors but want another organization to share the financial burden of training, monies are often available through federal, state and/or private funds. To learn more about the Job Training Partnership Act and other programs, contact your state employment service or local private industry council.*

RESTAURANT SOFTWARE COMES OF AGE

Some industry observers predict that the noncomputerized restaurant will be the noncompetitive restaurant in the very near future. The dollar savings from simplifying laborious tasks can be enormous. When one restaurateur computerized his accounting system, for example, he reduced labor in that area from 85 hours a week to five or six hours. As software becomes more industry-specific, such savings will be available in other areas.

by Kathy Boyle

Three years ago, restaurateur Thomas J. Purdie took off his apron, sat down at the computer, hired his own programmer and started developing computer software programs for his own large-volume restaurant and nightclub, Purdy's on Franklin in Chapel Hill, North Carolina. The reason? "There were no adequate computer software programs available to do sales analysis just for restaurants," says Purdie. What became a problemsolving exercise has turned into a new career. Today, Purdie is president and founder of his own restaurant software company, Applied Control Systems in Research Triangle Park, North Carolina, which offers 29 different computer software modules used in 1,560 restaurants in 15 states. His story is only one example of what has been a revolution in restaurant technology.

Other restaurateurs no longer have to go to the same trouble to develop their own software—programs that tell their computers what they want done and how. Although computers are still changing, much of the initial legwork has been done in developing durable restaurant equipment and reliable software programs to run on that equipment. In addition, a growing number of reputable software companies now offer a myriad of off-the-shelf computer solutions for most types of restaurants and many specialized purposes. For example, TEC America in Torrance, California, has developed the Pizza Point-of-Sale System to improve the efficiency and profitability of pizza restaurants. And Inside Resources, Inc. in Carol Stream, Illinois, has developed IRCA-MINDER, a software program designed to facilitate compliance with the Immigration and Control Act of 1986 (IRCA).

"Today there is no good reason to write your own software," believes Rob Grimes, POS services group manager, information systems division, Marriott Corporation in Washington, DC. "Instead, you should buy someone else's experience. Buy a good package with a good user base that is well-tested."

The key is to choose the right software for your particular restaurant operation. "The main thing is to ask as many questions as possible," says Joerg Eichelberger, vice president and general manager of the Greenspring Inn, a 400-seat restaurant dining club in Lutherville, Maryland.

Technological evolution

Computer software is typically divided between front-of-the-house operational functions—information entered into cash registers known as point-of-sale (POS) equipment and remote printers to the kitchen—and back-of-the-house personal computers which typically do accounting, payroll and inventory.

According to Grimes of Marriott, "Point-of-sale vendors developed the first true restaurant management systems to justify their price tag of several thousand dollars. When POS vendors could say, 'Look at all the other things this system can do—such as inventory, sales analysis'—the expenditure did not seem that large."

Most POS vendors, however, developed software for back-office functions that ran on their own equipment. What

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Computer software/hardware checklist

When investigating software and hardware systems, it is often helpful to devise a checklist to standardize information from different vendors. Checklists can be as complex or as simple as needed. The following is a fairly detailed checklist developed by Squire's Cafe Inc. in Baltimore, Maryland. For further ideas on how to develop your own workable checklist, see the National Restaurant Association's Directory of Computer Hardware and Software for the Foodservice Industry.

A. Hardware configuration

1. Operating system used? _____
2. What kind of processer is required? _____
3. Modem required? _____
4. Minimum memory required? _____
5. Printer required? _____
6. Hard disk required? _____

B. General program/software

1. Is the **program menu driven?** _____
   - Maximum number of orders computer buffer is able to store? _____
2. Is the **program flexible?** _____
   - Will it be able to handle a change in operation without extensive modification? _____
3. **Longevity**
   - What is the expected lifecycle? ___
   - If the package is several years old, will the vendor be able to extend its usefulness? _____
4. **Data files format**
   - Are files usable by our other programs? _____
5. Are **adequate controls** built into the system? _____
   - Is there adequate data entry error checking? _____
   - Is it easy to understand? _____
   - Is it sufficiently documented? ____
6. Are **screen displays** easy to understand, clear and effective? _____
7. **Reports:**
   - Are your operation's required reports included? _____
   - Are extraneous reports automatically printed or printed on demand? _____
   - Is the program flexible as far as the information accessibility? _____
   - Is program password protected? _____
   - Are periodic reporting functions available? _____
   - What kind and how often printed out? _____
   - Are reports modifiable for future changes? _____

C. Language

1. **Language written in?** _____
2. Is the **source code** available with the program? _____
   - Will the source code be available if vendor goes out of business or discontinues support? _____
3. **Cost** for modifications, customization, upgrades? _____

D. Program features

1. **Maximum number of servers** able to support? _____
2. **Employee scheduling:**
   - Kitchen scheduling? _____
   - Bar scheduling? _____
   - Waitstaff scheduling? _____
     By section? _____
3. Is a **timeclock program** an integral part of system? _____
   - Does it report directly to payroll program? _____
4. **Maitre d' functions:**
   - Are sections supported automatically? _____
     If so, can automatic sections be bypassed for manual entry? _____
5. **Waitstaff paging system:**
   - By CRT? _____ By number paging? _____ By beeper paging? _____
6. **Time stamp order?** _____
   - By time ordered? _____
     Time cooked? _____
     Time served? _____
     Time check is paid? _____
7. **Is there an employee meal deduction?** _____
   - By amount per shift? _____
     By amount per hour? _____
8. **Does the program include special instructions to chef?** _____
9. **Revenue categories?** _____
   - How many? _____ Programmed by user? _____ Set by program? _____

E. System features

1. **Price look-ups (PLUs):**
   - Total available? _____
   - Number as standard? _____
   - Number as optional? _____
     Price of optional PLUs? _____
   - Cost of PLU upgrade per POS? ___
   - Report available for PLU sales? ___
2. **Department keys:**
   - Number standard? _____ Expandable to how many? _____
3. **Number of terminals supported?** ___
   - Hardware limitation? _____
     Software limitations? _____
     Terminals programmable simultaneously? _____
     From a central keyboard? _____
   - Support inter-register communications? _____
   - How many price levels supported? _____
4. **Printers:**
   - Number of possible support printers in kitchen? _____
     Remote printers? _____
     Slip printers? _____
   - Maximum distance from point-of-sale devices to remote kitchen printers? _____
   - Does printer print waitstaff name? _____ Number? _____ Section? _____ ___ Dining room? _____ Table number? _____
   - Is printing of zero-priced items optional? _____
   - Does printer consolidate identical items? _____
   - How many type sizes on work order printouts? _____
   - If slip printer system, does it use standard and/or custom printed guest checks? _____
   - If standard 80 column printer, does it use custom and/or standard guest check forms? _____
     Custom messages possible? _____ Number of lines? _____

F. System shutdown

1. What will it take to bring whole system down? _____
   - Hard disk down? _____
   - One network terminal down? _____
   - Central CPU down? _____
2. Will the system warn users if a printer in the system is turned off? _____ How will it issue the warning? _____
3. What is the point-of-sale device replacement cost? _____
   - Microprocessing register? _____
   - Networked computer terminal? ___
   - Multiuser computer terminal? ____

G. End user information

1. Has the system been proven in commercial operation? _____
2. How long has the system been in use? _____
3. Is there a list of end users available to contact? _____

H. Pricing and costing

1. Is the combination of base price, plus modifications, plus extra charges for optional features likely to stay with budget? _____
2. Are all the details of purchase, additional features, documentation, training, installation and future support spelled out in contract? _____

I. Documentation/contract

1. Are documentation, programs, maintenance and support clearly defined and stated? _____
2. Is contract consistent with verbal descriptions from supplier? _____
3. Does vendor claim any specific response time under specific conditions? _____
4. Are manuals easy to read? _____
   - Sufficiently describe: Data input? _____ Data output? _____ Operation? _____ Audit controls? _____

this meant is that a restaurateur bought the whole system from one vendor, and, to a great extent, was tied to that hardware vendor. Today, however, restaurants do not have to buy a bundled system. The computer market has evolved much like the stereo market of years past. Now, computer companies are selling modules just like stereo equipment stores sell components. You can buy hardware from one vendor and software from another—a point-of-sale system from one company and a time clock from another—and then link them in various ways with a personal computer to create a total system. Moreover, operators who are already on a system can update their information capabilities by matching products from different vendors.

Not all systems are meant to be mixed and matched. Single-source suppliers are still thriving because some operators, especially those with one unit, often prefer to buy a complete system because it takes less effort and expertise than trying to match components. In some cases, these suppliers customize the software at prices that are lower than those found by purchasing packages piecemeal. A single-source supplier is equipped to market not only hardware and software, but also financing and services. Some offer diagnostic and repair services over the telephone.

Another major difference in today's software market is that many packages are integrated so that data in these packages can be automatically merged. For example, an operator may have an ingredient file and a recipe file. If the two packages are integrated, cost changes entered into the ingredient file are automatically entered into the recipe file. Software companies can sell one piece of an integrated package or the whole series of integrated pieces in a module.

Many operators are thrilled with the new ability to network information in a circular fashion from the front of the house to the back. In fact, this type of integration is becoming the new standard in restaurant computer software because it allows managers to be on the floor running the shift, not in the back doing office work. Data from the dining room keys into reports in the back office.

A good starting place

If you are shopping for software, an excellent starting place is the National Restaurant Association's new guidebook, *Directory of Computer Hardware and Software for the Foodservice Industry*, by Joel Chaban. The directory lists approximately 600 products—400 software products and 150 hardware products as well as miscellaneous items designed and developed specifically for the foodservice industry. By using the directory, an operator who has already invested in specific hardware can easily choose compatible software. Alternatively, an operator who has not invested in equipment can browse through the software category to find software tailored to his or her needs and can then pinpoint the hardware equipment that is most compatible.

The search has its complexities,

Creating a customized labor scheduling system

Restaurateurs David and Rick Webb ran into problems shortly after they opened Winfield Potter's, a large Victorian restaurant that occupies a renovated warehouse loft along the Mississippi River in Minneapolis, Minnesota.

The brothers owned half a dozen active and thriving eateries in the Twin Cities area and were old hands at the restaurant game. But the 150-employee staff at Winfield Potter's was too large for the Webbs to manage with the conventional systems that worked at their smaller dining spots.

The Webbs were using computerized cash registers to tally employee time, but they were unhappy because the machines didn't provide a system for time management. They did nothing beyond providing an automated way to keep track of hours for the payroll.

So the brothers looked to the timekeeping industry for a solution. What they wanted was a system to monitor the schedule itself while remaining flexible enough to handle variations specific to the restaurant industry.

Six criteria for system

When they could find nothing to suit their needs, the Webbs decided to design their own system. They worked with computer engineers and developed six criteria they wanted the system to include:

1) All benefits of existing timekeeping systems, including automated payroll handling

2) The ability to schedule labor efficiently and alert managers to any deviations that would create unauthorized overtime charges

3) The ability to produce practical management reports that could be used every day

4) Tracking functions that would take into account employees who worked different jobs at different pay rates, without need for managers to monitor the system

5) Detailed analysis of labor costs on a daily basis and

6) A unit that would be useful in a wide variety of industries with large hourly labor pools. The result was TimeManager—a system that consists of an employee terminal unit (ETU) and software plus a separately purchased personal computer (PC-DOS or MS-DOS-compatible PC), keyboard and printer. The ETU is 32-inches high, 11-inches wide, 6¾-inches deep, and mounts easily on the wall.

How the system works

The restaurant manager organizes the employee schedules and enters them into the system via the PC. When employees arrive at the restaurant, they enter their ID numbers into the TimeManager keyboard and receive a receipt that confirms their scheduled time. The procedure is repeated at the end of the shift, with the receipt adding cumulative totals of hours worked in the pay period.

In addition to keeping a tight control over day-to-day labor costs, the TimeManager assists management in a variety of other ways. For example, the system can manage a large variety of job categories, reflect varying pay scales, report tip income as required and provide differing clock-out buffers.

however. For example, if you are looking for food costing software, you should explore how the vendor calculates food costing. One might cost the item when it is received (the retail approach), another might cost it when it is issued from the storeroom to the production area and a third might cost it on the day it is sold. Therefore, it is important to select a software package that uses the same bases that you currently use in your operation.

Do a general survey

Next, call on other restaurateurs who have installed a computer or are thinking about it or attend a trade show where vendors line up side-by-side. Most experts agree that the best products often come from companies that have targeted restaurants as clients.

Lorenzo Romiti, owner of Squire's Restaurant, a 254-seat restaurant in Baltimore, Maryland, was so determined to stay abreast of computer developments that he enrolled in a nearby community college to learn about the field. A byproduct of his training was a software purchase checklist he used to evaluate products—including the point-of-sale system he bought which has cut order delivery time in half—from 33 minutes to 17. "I have 1,200 named and numbered food items, so I wanted a software system large enough to handle this," he explains. The checklist he used is reprinted as a sidebar to this article.

Maintain flexibility

Operators who have been through the buying and installation of computer equipment and software maintain that good software should not be hardware-dependent. Software that runs on an IBM or IBM-compatible system, for example, is probably a safe bet because it operates in a standard language. Some vendors do, however, continue to write software products in a unique code because it keeps restaurateurs in their family of products. Generally, experts advise against such a move because it limits an operator's flexibility and the ability to take advantage of new products.

Matching pieces together, however, can take research and planning as Amy Giles, manager of data processing for The Levy Restaurants in Chicago, discovered. The company, which has 25 diverse restaurants, is in the process of finding a computer that will dovetail with its POS system. Giles explains: "We are crazy about the POS system we bought 10 months ago. The registers are durable, and we have had no problems. So, we wanted software that matched." Fortunately, there were several compatible companies.

Service from the dealer

Restaurant operators agree that service is a key criterion for choosing one vendor over another. Giles of The Levy Restaurants addresses this issue: "With so many software and hardware vendors out there, and many of their products essentially the same, look for vendors that are professional, sophisticated and helpful." Purdie concurs, "There are a number of good companies out there. But check each company's support and their installation capabilities. Determine if their system is tailored to fit your service and growth needs." Look at the maintenance contract. Determine how easy it will be to get servicing, ie., is there a hotline or support desk? Find out about updates. Will you receive future enhancements or improvements in software as they become available, and will these be free or not?

And be sure to find out what happens if a vendor goes out of business. "Be suspicious of a vendor who says 'Our system will talk to everything,'" advises Grimes of the Marriott Corporation. "Unless I am sure they have had experience writing interfaces for 10 to 15 types of machines, I stay away. With more and more types of systems on the market, I would look for a good back-office system with interfaces already written or at least make sure the company had a good track record in writing interfaces."

In sum

More restaurant-specific computer products will continue to develop. But the current state of technology is such that a restaurateur does not have to be a computer expert to get a computer and buy the proper software to drive it. ❑

The system has the capability to communicate with an outside company that does payroll for the restaurant. Management reports are available daily and include labor hours, dollars, percentages and meals per man hour, budget forecasts, reported tips as a percentage of sales, tip summaries by employee or by category, overtime alert reports and employee work schedules.

System affects bottom line

"The system was first used at Winfield Potter's. As we continued refining it, we installed it in our other locations. While we had always considered our organization to be very labor-efficient, TimeManager allowed us to cut our labor costs and increase our bottom line by more than 10 percent," says Webb.

Because the system produced such dramatic results, the Time Management Corporation was founded in late 1985. By early 1986, systems were in place with several operators, including Stuart Anderson's Cattle Co., Omni Ventures' Primavera Restaurant, and Ed Deberic's in Chicago.

Amy Giles, manager of data processing for The Levy Restaurants in Chicago, gives the system rave reviews: "After we installed the system, we did a detailed analysis to see if we were getting savings. Over a 14-week period, reviewing seven payrolls, we found that we saved $17,000. We went to great lengths in the analysis to make sure we were comparing representative time periods since the savings were so startling," she says.

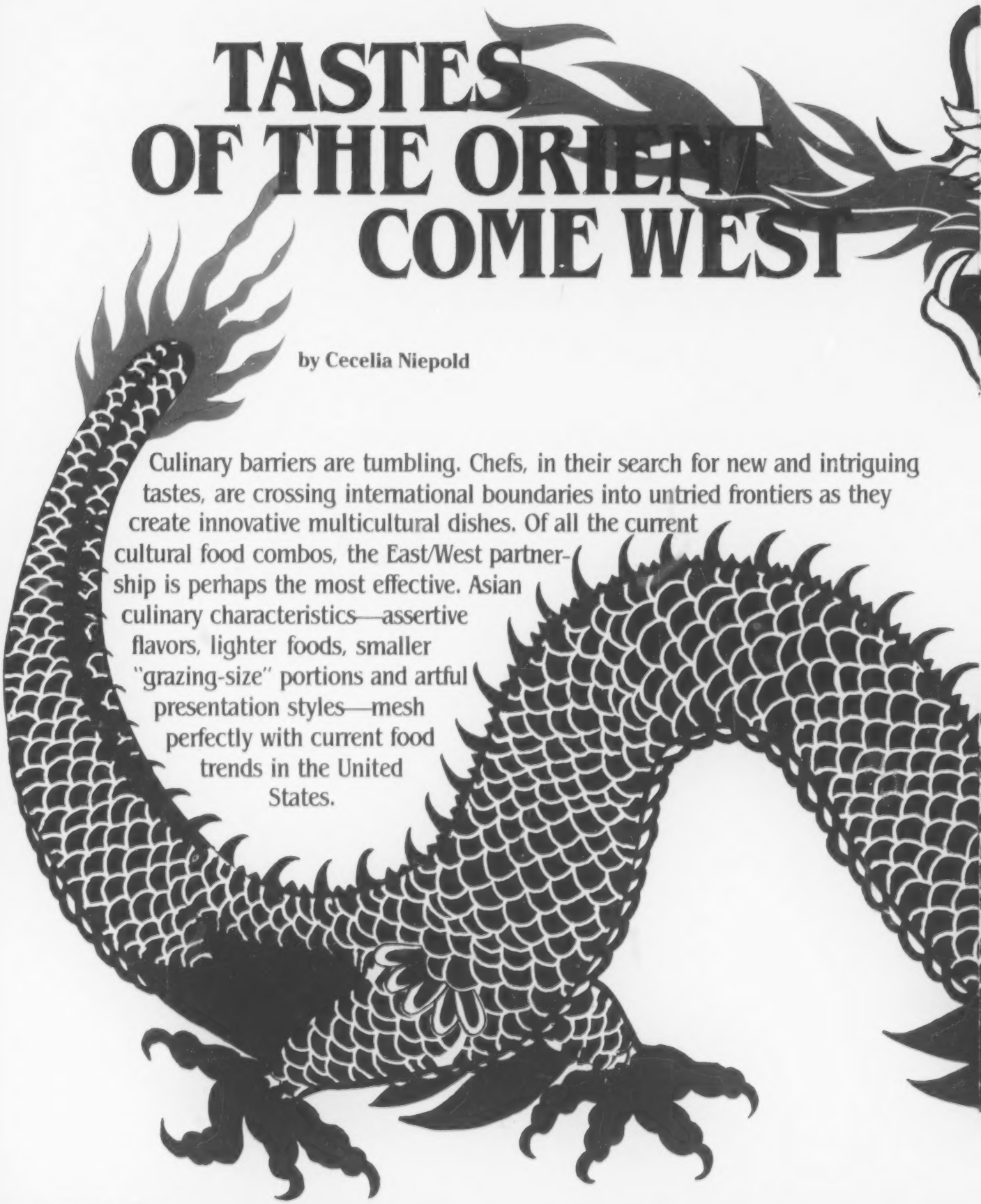
The TimeManager system is sold as an installed system and ranges in price from $8,000 to $10,000. The system includes TimeManager software, the ETU, setup at the customer site, training and the first year's service agreement. The service agreement covers total system software maintenance and hardware maintenance for the ETU. It is currently priced at $1,000 per year; users with questions can call the TimeManager Hotline 24 hours a day, including weekends and holidays.

"We have some 35 units in place at this time," says Norman Sidley, executive vice president responsible for strategy and new markets. "We expect to establish a major presence in Los Angeles, Chicago and Dallas before the end of 1987."

TASTES OF THE ORIENT COME WEST

by Cecelia Niepold

Culinary barriers are tumbling. Chefs, in their search for new and intriguing tastes, are crossing international boundaries into untried frontiers as they create innovative multicultural dishes. Of all the current cultural food combos, the East/West partnership is perhaps the most effective. Asian culinary characteristics—assertive flavors, lighter foods, smaller "grazing-size" portions and artful presentation styles—mesh perfectly with current food trends in the United States.



Suzani

Fried Carpaccio of Salmon Chinois. Imagine: A thinly sliced, marinated strip of uncooked salmon centered with a green scallion, rolled up with white rice in a seaweed wrapper, batter-fried to a crunchy crispness and then served atop a light chive/butter sauce. Although this menu item at first seems strangely contradictory, the colors of the sliced medallions—the pink salmon, green scallion, white rice and dark slash of seaweed—create a pleasing contrast as does the combination of cooked/uncooked, crispy/smooth textures.

Alexander Dering, executive chef at Arnie's in Chicago, often reaches for the colors and flavors of the East. "Although my training is in classical French cooking, I like the freedom of mixing and matching techniques," he says. "The sauce (in *Fried Carpaccio of Salmon Chinois*) is made in the French style, but the rest of the dish is an Oriental inspiration. Together, they make the kind of interesting contrast I look for."

A different interpretation of a similar idea is being served at the Five Feet Restaurant in Laguna Beach, California, a contemporary Asian eatery. Instead of combining Asian techniques with those of France, chef Michael Kang has incorporated a Cajun influence to produce *Blackened Sashimi.* In Kang's dish, chunks of Hawaiian tuna are rolled in a spicy mixture of cayenne and Szechuan peppers and blackened in a wok lightly coated with sesame oil.

As in Dering's dish, the high heat cooks only the outer edge of the fish, leaving the interior raw. A colorful array of grapefruit and lemon slices, daikon (radish) sprouts and raspberries surrounds the sashimi. "The fruit is a nice contrast and serves to balance the complexity of the spices, almost working as a palate cleanser," says Kang. A pungent sauce of *wasabi* (Chinese horseradish), soy sauce and wine vinegar adds a subtle tartness to the dish.

Kang's dish is a result of his restaurant's concentration on crosscultural cooking. "People are looking for multidimensional, rather than one dimensional, tastes," asserts Kang. "Combin-

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Cecelia Niepold is managing editor of **Restaurants USA.**

ing Asian and American flavors offers that kind of eclectic experience."

Dering and Kang are not alone in selectively choosing among the colorful array of Eastern flavors to produce combinations that best fit their own styles. In fact, the marriage of Eastern and Western ideas is appearing on menus across the country, from distinctive combinations of classically Western and Asian techniques to totally new "Americanized" dishes.

American versions of Asian favorites

As Asian tastes and techniques become more assimilated into the American mainstream, it is inevitable that totally new dishes will be born. Not only is sashimi taking on a Western look and taste, so are other traditional Asian trademarks, such as sushi, egg rolls and wontons.

For instance, at Wolensky's, an American-style eatery in Washington, DC, chef Yorihiro Takata is Westernizing the traditional sushi concept by combining cooked foods instead of raw fish with the familiar white rice and seaweed wrappers. Items, such as poached chicken wrapped in seaweed and topped with a tangy mustard sauce and colorful spinach/red pepper sushi rolls, are tempting Americans who may be reluctant to eat raw fish.

"We believe sushi is a wonderful food style that should not necessarily be limited to traditional Japanese ingredients," explains Allan Borut, one of the partners. "We are committed to serving American-style food," he continues, "but we wanted to make people feel more comfortable trying a dish they may have previously shied away from."

Although the ingredients may be American, chef Takata takes pride in ensuring the artful presentation remains authentically Japanese. Scalloped ginger accompanies each dish, and orders are thoughtfully arranged on platters to provide a pleasing symmetry.

The familiar egg roll is not immune from experimentation. Chefs are sauteeing, steaming and even baking this traditional Asian appetizer, combining such nontraditional ingredients as spicy Cajun sausages, goat cheese, sundried tomatoes and even Tex-Mex flavored fillings. (See article on cross-cultural egg roll adaptations on page 24.)

Wontons, too, have been adapted successfully. Helen Wasserman, owner of Helen's, a fine dining restaurant in Washington, DC, recalls that her staff was resistant at first. "When I wanted to put simple cheese wontons on my menu, my chefs laughed at me," she remembers. She got the last laugh. The wontons became top sellers. "I wish I had as many customers as I sell wontons," she muses.

Using Asian styles to spice up menus

However, not all chefs are creating new interpretations of Asian classics. Many are using Asian ingredients and styles to spice up their menus.

□ **Adding flavor.** One of the hallmarks of Asian cuisine is its wide array of pungent spices and sauces, such as ginger, lemon grass, and soy and fish sauces. Many restaurateurs are exploring these flavors and using them to add a new dimension to traditional dishes. "Anything Oriental is a good seller because it's different," maintains Helen Wasserman of Helen's. "We use a wide variety of Oriental herbs and sauces and mix them up with lots of different dishes, such as swordfish, chicken and fresh tuna, and people seem to love them."

Marvin Paige, president of Claire Restaurant in New York City, has also found that adding Asian spices can enhance a menu. "I don't consider us a Chinese restaurant in any way," he maintains. "We just do what gives us the best flavor and have found the Asian/American blend to be very popular." Specializing in fresh, indigenous products, the menu at Claire offers such tempting fare as panfried Virginia catfish prepared with jalapeno peppers and topped with a slightly sweet Asian sauce.

Chefs are also using Asian flavors to please customers who are looking for light—but not bland—healthful foods. "If people are into eating light foods, they may have ordered the same chicken or seafood dish a dozen times," says Stewart Parsons, executive chef at Gordon's, an eclectic eatery in Chicago. "Adding a spicy Eastern flavor to a basic dish gives it a new flair." For instance, he serves a grilled salmon dish with a pungent mustard glaze because "the spiciness of the sauce adds a distinctive flavor."

"People are looking for multidimensional, rather than one-dimensional, tastes. Combining Asian and American flavors offers this kind of eclectic experience."

□ **Incorporating presentation techniques.** Asian plates generally incorporate a lively interplay of contrasting flavors and colors. Foods are cut in varying shapes and sizes, cooked in different ways and then thoughtfully combined to present a pleasing, vibrant whole. While the look can vary, from the symmetry of the Japanese to the casual nonchalance of the Thai, more American chefs are building on the Asian concept of contrast in their plate presentations.

Alexander Dering at Arnie's serves a Mandarin summer salad with a sizzling Thai chicken dish because it "presents a nice contrast of colors and textures." The chicken, coated with crunchy bread crumbs, is sliced thinly and fanned on top of a rich sauce made of soy, cream of coconut and peanuts. The accompanying salad is presented in a cup shaped from the base of radicchio lettuce and filled with colorful julienne vegetables tossed in a very light sweet and sour sauce. The browns of the sauce, brightness of the vegetables, and pink and green of the lettuce paint a very pleasing picture.

Stewart Parsons at Gordon's has incorporated some of the "less disciplined" Thai techniques on his menu. "I don't like food that looks like it has been overly designed," says Parsons, "and the Thai tradition is to give foods a 'colorfully casual' look." For instance, he serves a grilled snapper with a hot Thai relish made with cucumbers, hot Thai peppers, fruit and vinegar. The dish is presented with the relish falling off to one side of the snapper. "It's not only a natural look, but it also allows patrons to better see the contrast between the fish and the relish," he explains.

□ **Adding menu items.** Some restaurateurs are finding that adding Asian items to their menus helps round out their overall selection. Alexander Dering, who serves Asian dishes primarily as appetizers or specials, explains that the items "add a little romance" to Arnie's diverse menu.

Even mainstream American restaurants are finding that adding Asian-influenced items to their menus can be a winning combination. Bennigan's, the 208-unit, casual-theme chain based in Dallas, added several Asian items nationally in February. "We found our customers wanted a spicier fare, so to give them more choice we added a separate Oriental category to the menu," says Jodie Hughes, director of public relations. The eight items, rang-

Distinctive characteristics of 5 Asian cuisines

Because there is such a wide variety of Asian preparation styles and ingredients, these general characteristics of several major cuisines may help you make your own culinary connection with the Far East.

Chinese

□ There are four major Chinese cuisines: Classical Peking, rich Shanghai, delicate Cantonese and fiery Szechuan-Hunan.

□ The Chinese style of cooking and presentation is based on the ancient philosophy of balancing *yin* and *yang*—"harmony arises from the proper blend of opposites." Ingredients are often paired to achieve rounder, more complex flavors.

□ Most Chinese dishes are based on five traditional flavors—salty, sweet, sour, bitter and hot. Tastes are blended so no one flavor overpowers another.

Common ingredients are bean curd, oyster and soy sauces, ginger, water chestnuts, pork, poultry, mushrooms, vegetables and thickened cornstarch sauces.

Preparation methods feature stir frying, steaming and roasting.

Japanese

□ The Japanese strive to highlight each ingredient's flavor to achieve composite color, texture or taste.

□ The Japanese emphasize the law of opposites in their presentation—round paired with square, hard with soft. Food colors are chosen to create artistic contracts.

□ The focus of this cuisine is on fresh tastes; nothing is overcooked to enable the food—not its preparation—to stand out.

Common ingredients are soy sauce, rice wine, chicken, beef, many vegetables, rice, teriyaki and raw fish.

Preparation:

□ Raw fish presentations predominate, both with vinegared rice and seaweed wrappers (sushi) and without (sashimi).

□ Grilling marinated items is also popular.

□ Tempura-style cooking—coating food with light, crispy batters and quickly deep frying is another signature.

Korean

□ This cuisine features colorful, spicy fare with rich hues and flavors.

Common ingredients:

□ The use of beef is more common than in most Asian cuisines. Two of the most popular entrees are *Kal bi* (beef short ribs) and *Bul gogi* (thinly sliced beef). Both are marinated in soy sauce, scallions and toasted sesame seeds and charcoal-grilled.

□ Spices include garlic, ginger, black pepper, scallions, soy sauce, sesame oil and toasted sesame seeds.

□ *Kim chee* (pickled vegetables), ranging from mildly salted marinated seaweed to very hot cabbage, is served with almost everything.

Preparation methods feature grilling, marinating and liberal use of seasonings.

Thai

□ This cuisine is characterized by spicy foods with many rich red, gold and orange hues. As with Chinese cuisine, the emphasis is on balancing flavors so they complement one another.

□ Cooking is done quickly. Most of the time in the kitchen is spent on preparation and presentation, such as intricately carving fruits and vegetables.

Common ingredients:

□ Many dishes are flavored with coconut milk, which cools down flavors.

□ Thai cooking includes a broad range of seasonings: many citrus flavorings, such as turmeric (orange-flavored spice), lemon grass or fresh fruits; coriander; galanga (very pungent type of ginger); dill; mint; anise-scented basil; scallions; chili peppers; garlic and fish sauce.

□ Typical accompaniments: rice, rice noodles, egg noodles, bean threads (also called cellophane noodles), straw mushrooms, ground peanuts, curries and different kinds of bananas.

Preparation:

□ Thickened cornstarch sauces are not used.

□ Stir frying, steaming and grilling over coals are the most popular preparation styles.

Vietnamese

□ This cuisine resembles Thai cooking but includes Cantonese, Indian and Korean flavors.

□ It features lighter food, sometimes called "Oriental nouvelle cuisine."

Common ingredients:

□ Although not as hot as Thai cooking, this cuisine uses many of the same ingredients: coriander, lemon grass, garlic and shallots.

□ The Vietnamese rarely use soy sauce; instead, they use fish sauce—a clear, amber liquid usually made with anchovies and salt. Fish sauce is also used as a base for Vietnamese table salt, a combination that includes garlic, chili peppers, fresh lime and sugar.

□ Fresh, uncooked vegetables and salads are an integral part of meals.

Preparation:

□ Use of oil is minimal; dishes are generally simmered.

□ Cornstarch or other thickening agents are not used.

ing from sweet and sour sesame chicken to an exotic Asian fried ice cream—a scoop of vanilla ice cream rolled in fried egg roll wrapper crumbs, ginger and brown sugar and then quick-fried and topped with hot plum sauce—increased overall sales more than three points after they were introduced. Even McDonald's restaurants are offering an Oriental chicken salad, complete with its own chopsticks.

Combining classically Western and Asian techniques

Chefs trained in the French tradition are discovering that their classical European backgrounds mesh well with the flavors and techniques of Asia. As the availability of Asian products expands in the United States, more chefs are realizing how natural the partnership can be. "Both Asia and France have highly developed, very identifiable cooking styles," asserts Leslee Reis, chef/partner at Bodega Bay in Chicago, which serves several Thai and Chinese items on its eclectic menu. "The cuisines work well together because they have both evolved from very food-oriented cultures."

Attesting to the strength of the combination is the emergence of restaurants specializing in French/Japanese and French/Chinese dishes. "I think French and Chinese cooking is a great partnership," says Kazuto Matsuska, executive chef at Chinois on Main in Santa Monica, California, who, with owner Wolfgang Puck, is one of the forerunners of the Chinese/French concept. Matsuska uses many traditional French techniques and classic ingredients, such as rich butter and cream sauces, as the foundation for many of his dishes. He then adds Oriental ingredients. One of his newest dishes is a "soup salad," which pairs a French-style chicken consomme with fresh, crispy vegetables, pine nuts and spicy Chinese herbs.

Taking a slightly different tack is Susumu Fukui, executive chef at La Petit Chaya in Los Angeles. He focuses more closely on combining French and Japanese flavors. Unlike Matsuska, who utilizes rich French sauces, Fukui prefers to use lighter Japanese sauces because he believes these "make each ingredient's flavor stand out." For instance, his sauteed shellfish dish with oysters, scallops, mussels, baby abalone and panfried lobster claws is sauteed in olive oil with shallots, thyme and tarragon. As a finishing touch, he adds a Japanese lime-flavored *yuzu* sauce. "It is not quite as heavy as a French sauce, takes less time to make and allows diners to taste each flavor," Fukui explains.

In Canada, the combination of French and Japanese cooking has taken off so strongly that it has even garnered its own label, "Frapanese." Herbert Pryke, executive chef at the World Trade Center in Toronto, believes one of the reasons for its popularity is the perceived lightness of Japanese fare. "People feel like they can enjoy the substance of a French meal with the lighter calories of a Japanese meal," he explains.

Striving for authenticity

At the other end of the spectrum are restaurateurs who are focusing primarily on authentic Asian fare, adding only a touch of their Western background or training to "contemporize" Asian traditions. Barbara Tropp, a Chinese scholar and the chef/owner of China Moon Cafe in San Francisco, has developed her concept with this in mind. "My whole kitchen is predicated on ginger and soy sauce," she explains. "I use Western ingredients in only a superficial manner." Even so, she has incorporated some Western ideas into her primarily Chinese menu to keep up with current trends and food preferences. "Because I am also interested in working with fresh products and current food trends, my food is somewhat lighter and less greasy than traditional Chinese fare, and I don't use thick cornstarch sauces," she says. For instance, she has adopted the French manner of baking fish fillets in parchment to ensure moistness. "Chinese cooks never baked fish; they didn't have ovens," laughs Tropp, "but I have added my own Chinese culture to the dish, marinating the fish in soy sauce, Chinese rice wine and sesame oil and dressing it with scallions and garlic."

Mary Sue Milliken and partner Susan Feniger of The City Restaurant in Los Angeles believe authenticity is so important to their concept that they take time out each year to experience the indigenous flavors of the East. They travel to India and Asia and actually work with professional chefs to get "hands-on" experience. Consequently, their menu includes a wide variety of Eastern flavors, such as a colorful, Chinese charred sausage salad served

Common ingredients in Asian cooking

□ **Bean threads.** Also known as long rice, fun see and cellophane noodles, bean threads are fine, dried noodles made from mung bean flour. They should be soaked 15 to 30 minutes in warm water before using.

□ **Coconut milk** gives body to sauces and gravies. It thickens when heated and has a sweet fragrance.

□ **Coriander** is also known as Chinese parsley and cilantro. The leaves are usually used for garnishing sauces, soups and salads. The roots can be simmered in clear soup broths and used with garlic, black pepper and salt when frying. Fresh coriander will remain fresh for about 10 days in the refrigerator if the roots are kept in water and the leaves are covered by a plastic bag.

□ **Fish sauce.** This translucent, salty brown sauce is milder than soy sauce. It is the liquid that runs off when salting down fish (usually anchovies) packed in wooden barrels. The liquid is collected, cooked and bottled. Although its odor is strong when uncooked, it mellows upon cooking.

□ **Lemon grass.** Also called citronella, this spice has a distinctive lemony flavor. Its usual preparation method is to crush the lower part of the stalk and chop finely. Shredded lemon peel can be used as a substitute.

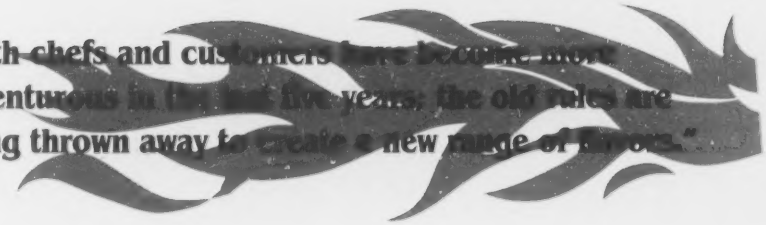
□ **Oyster sauce** is a thickened, brown sauce of oyster juices and salt. It is used both as a flavoring and as a condiment.

□ **Mirin** is sweetened, almost syrupy Japanese cooking wine.

□ **Soy sauce** is made from soy beans, flour, salt and water. Light soy sauces are thinner in consistency, lighter in color and saltier than dark soy sauces. They are best used with shrimp, chicken and pork. Dark soy sauce is sweetened with molasses and is best used with red meats, roasting or adding a richer color to sauces.

□ **Tamarind** is an acidic spice with a slight sweet and sour flavor. Both the pulp and young tiny leaves are edible. It is available in green, ripe, dried, preserved, canned or liquid forms.

chilled with celery leaves, serrano chiles, cucumbers and a lime/garlic dressing. Milliken admits her French background does affect the restaurant's cooking style. "We are ethnically influenced, but we still keep our French training in mind when preparing the dishes," explains Milliken. "There are times when we refine what we have learned in other countries to produce what we feel are the best dishes possible." For instance, her curries are not "overcooked," as is customary in India, to achieve a "richer, more contemporary flavor."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Tips on adding Asian flavor to your menu

There are as many ways to add the taste of the Orient to your menu as there are Asian spices. Many chefs suggest starting off small at first, simply combining Eastern flavors with traditional dishes or offering a bright Thai salad or curry as specials. Leslee Reis of Bodega Bay in Chicago explains how she gained familiarity with Asian products. "I ate, read, cooked and tasted," she says. "It's a good idea to learn how to work with a few basics first, such as sesame oil, fresh coriander and ginger."

Ruth Law, owner of the What's Cooking cooking school in Chicago, believes adding a few flavorful ingredients can easily spice up a menu. "Get to know the tastes of the different spices and ingredients," she suggests. "Then, combine those flavors with American food. For instance, add cinnamon sticks, cardamom and anise to rice to make it more pungent or try vegetables, cashews, raisins or even pineapple to create a different texture."

After gaining a little familiarity with products, don't be afraid to experiment. Blending East/West flavors offers a perfect opportunity to stretch your imagination. Michael Roberts, chef/owner of Trumps in Los Angeles and author of the soon-to-be-published *Secret Ingredients*, which offers suggestions for creatively improvising with ingredients, advises chefs to "make up your own rules, create your own authenticity." He suggests that chefs taste each spice or ingredient separately when developing a new recipe and then blend them together one-by-one, tasting each combination to understand how the different levels of flavors work together. For instance, he has found through experimenting that "cilantro works terrifically well with mint and dill and that ginger and garlic are particularly good candied together."

Be careful, however, when combining the more pungent spices of the Orient. Stewart Parsons of Gordon's notes that fattier fish work best with fiery spices because they "have enough depth to stand up to the spiciness." He suggests using fish, such as grilled snapper, swordfish and tuna, with pungent Thai relishes and glazes.

How you use spices in preparation is also key. For instance, Barbara Tropp points out that Asian cuisine is oil-based, rather than butter-based, which changes the way spices should be used. "In French cooking, spices are added at the finishing stages of a sauce to prevent the cream from overpowering them," she says. "But, in Asian stir-frying, spices should be added at the beginning; otherwise, they will not reach their full depth of flavor."

Sauces and marinades are another flavorful way to add an Asian touch to your menu. Because there are so many choices among sauces, however, the best way to experiment with them is to try new combinations of ingredients. For instance, there are many different types of fish sauces, each with its own distinct flavor. "The only way I figured out whether I wanted to use a squid, anchovy or shrimp-based sauce was to taste each one," says Leslee Reis.

There are also different kinds of soy sauce available. Chef Susumu Fukui at La Petit Chaya uses soy sauce cautiously because "it can kill ingredients' flavors if used too heavily." He suggests using soy primarily with full-bodied foods, such as tuna, rather than halibut, for example. Kazuto Matsuska at Chinois on Main has found that Chinese soy sauce (also called mushroom soy) has a good flavor and is not quite as salty as Japanese soy sauce. He marinates lamb chops in a combination of the Chinese soy, mirin and sweet saki for half an hour with fresh garlic. "It makes them tender and particularly flavorful when grilled and served with a mint cilantro sauce with rice wine vinegar, peanut oil and egg whites," says Matsuska.

Once you have come up with a good combination, don't hesitate to offer it even though it may seem unusual. Today's customers are more open than ever to new and different experiences. For instance, chef Kazuto Matsuska at Chinois on Main met with an initially negative reaction when he began serving whole catfish stuffed with ginger and deep-fried in peanut oil, soy sauce, vinegar and a touch of saki. "Customers didn't quite like the idea of seeing the head and tail," he says. "But once they got used to it, they loved it. It's now one of our most popular dishes."

Alexander Dering of Arnie's sums up the philosophy shared by most chefs experimenting with the East/West blend: "Both chefs and customers have become more adventurous in the last five years; the old rules are being thrown away to create a new range of flavors." Michael Roberts agrees, "The sky's the limit," he maintains. "Using common sense and a little imagination is what makes dishes work today." ❑

EGG R
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By Celeste McCall

It's here, it's new, it's sassy and delectable—the incredible, edible, international egg roll, all dressed up in everything from Cajun peppers to Mexican salsa to Greek phyllo dough.

At one time or another, all of us have chomped down on an egg roll—an elongated tube of fried dough filled with minced meats and vegetables and sometimes crabmeat or shrimp.

Generally speaking, egg rolls changed little in the century since Chinese laborers brought them to the United States—except for the worse, when they were made by unskilled cooks.

In fact, many of our early experiences with egg rolls revolved around bland, cardboard fare served with little plastic packets of soy sauce. The timid egg roll rarely ventured out of the neighborhood Chinese carryout or the supermarket freezer.

Until recently.

CAJUN EGG ROLLS WITH BLACK BEAN RELISH

Serves 8 to 10

Ingredients:
1 cup black beans
1 small red bell pepper, minced
1 small yellow bell pepper, minced
1 Tbs. minced red onion
1 Tbs. fresh coriander, minced
2 Tbs. olive oil
5 Tbs. red wine vinegar
Salt and pepper to taste
1 cup tasso sausage, finely chopped*
1 cup andouille sausage, finely chopped*
8 to 10 egg roll wrappers

Method:
Soak black beans overnight in cold water. Rinse and cover with water. Cook until soft but not mushy. Rinse with cold water. Drain again. Add bell peppers, onion, coriander, olive oil, vinegar and salt and pepper. Set aside.

Fry sausage in skillet until brown, draining off excess grease. Combine with bean mixture. Prepare egg roll wrappers according to package directions. Fill with bean-sausage mixture.

In wok or large frying pan, heat oil to 350° F. Fry egg rolls, turning frequently to brown evenly. Remove and drain on paper towels.

**Chef Dinardo makes his own Cajun sausage. However, tasso and andouille are available at gourmet supermarkets.*
—Windows Restaurant

Not only did the egg roll spiff up its inner and outer wardrobes—it became cosmopolitan. Thanks to the influences of exotic Asian cuisines such as Indonesian, Philippine and Thai, which include various versions of this dish, the egg roll is enhancing its image.

What's more, it is no longer confined to Asian menus. With the combining of various nationalities on one menu, egg rolls are at home in any kitchen, filled with all manner of goodies, including Occidental concoctions such as smoked duck, Cajun sausage, black beans, goat cheese, sundried tomatoes and chili peppers.

As for wrappers, egg rolls are being swathed in everything from traditional wonton skins to phyllo dough. Rolls can be deep-fried, sauteed, steamed or baked.

"Like pizza, the egg roll is taking to everything," says Henry Dinardo of Windows Restaurant in Rosslyn, Virginia. "[The Americanization of the egg roll] is definitely due to our melding of different cuisines. We're going to see more and more of it," Chef Dinardo says. "Everyone is incorporating Oriental methods into American dishes by utilizing American ingredients, such as Cajun sausage."

A Cajun egg roll?

"We do bite-size egg rolls filled with spicy tasso and andouille sausage served with black bean relish," says Dinardo. "People love them. We can also make them regular size for a first course."

He also does Tex-Mex egg rolls with avocado salsa.

Now that's international.

In Washington's burgeoning West End, Janet Terry of Samplings is placing her own signature on egg rolls. "Just about everyone is taking off on it," says Chef Terry. "The possibilities are endless. [An egg roll] makes a neat little package, and it's a wonderful way to use up ingredients. I use salmon and crabmeat . . . and maybe a little white radish or cilantro. You can get very personal. . . . You can make your very own little bundle.

"Making egg rolls is almost like a construction project," she adds. "You find a filling—maybe salmon or crabmeat—and you build on it. It is a sort of see-and-do project."

There is one drawback, she says. "Making egg rolls or any wrapped foods is extremely labor-intensive. You need someone with a fast pair of hands when you

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By any other nam

An egg roll by any other name would taste as sweet. In Indonesia, for example, crispy rolls filled with meat and vegetables go by the name of *Lumpia Goreng*. Here are other approximate names for the egg roll, or spring roll, around the world. Because of transliteration, exact translations can vary from menu to menu:

China (Cantonese): *Choon Guen*. What most of us consider a "traditional" egg roll, filled with shredded pork or seafoods, bean sprouts and celery. Deep-fried in regular egg roll or wonton wrappers.

Japan: *Gyoza*. Mixture of pork sausage, onion and ginger rolled in

ROLLS
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e it's still an egg roll

special wrappers found in Asian stores.

Philippines: *Lumpia*. Crispy rice paper rolls filled with pork, shrimp, water chestnuts and onions, often flavored with soy sauce. Obvious Chinese influence.

Thailand: *Po pear sod*. Large roll filled with sausage, crabmeat, egg and bean sprouts and served with various sauces. (Thai rolls can also be small and crispy, similar to the Vietnamese version.)

Vietnam: *Cha Gio*. Meat or seafood wrapped in rice paper and deep-fried. The crispy rolls are usually served with a vinegar dipping sauce.

start wrapping things up. And so far they haven't invented machines to do that."

Regardless of its name, the 1980s egg roll comes in myriad sizes and shapes. It can be large enough to cover a plate (as in Thai cooking) or thumb-size like Chef Dinardo's hors d'oeuvres.

As for the egg roll's overcoat—practically any covering is fair game as long as it holds the filling. Traditional wrappers include the standard Chinese version, available at Asian groceries and most supermarkets. Packaged in lots of a dozen or so, the wrappers are sheets of dough about seven inches square.

Wonton wrappers—miniature versions of egg roll wrappers—can be used for cocktail-size rolls.

Spring roll wrappers, found in Asian groceries, are thinner than egg roll skins. *Lumpia* wrappers—used for Philippine spring rolls—are similar. Egg roll wrappers can be substituted for the first two, but the result will not be as light and crisp.

Rice paper wrappers—produced in Thailand and used for most Southeast Asian rolls—are stiff and dry, resembling translucent parchment. They can be either round or wedge-shaped and usually come in several sizes. Before using, the rice paper must be brushed with liquid to soften it.

The egg roll got its Western name from the light egg-batter wrappers used to enclose the filling, and sometimes confusion arises regarding the distinction between an egg roll and a spring roll. An egg roll is made with uncooked flour and egg dough. The dough is rolled into a thin sheet, cut into squares and rolled around the filling. Then it is fried.

A spring roll is a miniature crepe. The dough—also made from egg and flour—is flattened and fried like a tiny pancake. Then it is filled and rolled up. Although the results are often lighter and crisper than egg rolls, spring rolls, which are associated with a variety of Asian cuisines, are difficult to make. Even the Chinese send out for them.

Not all wrappers are crisp; some rolls—such as the Indonesian meat and vegetable-filled *resoles* are soft and spongy, like the texture of Ethiopia's *injura*. *Po pear sod*, a huge Thai egg roll filled with sausage, crab, egg and bean sprouts, is enveloped in a soft, omelettelike covering.

Today's chefs are experimenting with all manner of alternatives. Chef Terry of Samplings favors phyllo dough, the delicate, multilayered pastry integral to Middle Eastern cooking. It's as flaky as lumpia and can be baked rather than deep-fried. Similarly, Siwsin Buakhiaw, Thai-born chef at Chanterelle, the Washington, DC, catering firm, is testing several approaches, one of them very crispy.

"She fills them with crabmeat, dried shrimp or vegetables, and they are more like Vietnamese spring rolls with their light wrappers," says Chanterelle co-owner Carol Mason.

"However, that presents a problem. . . . Spring rolls have to be deep-fried and many of our customers don't want that. So, instead we wrap the fillings with phyllo dough, brush them lightly with butter and bake them."

And who says egg roll wrappers have to be dough?

Swiss-born Anton Mosimann of London's Dorchester Hotel utilizes lettuce leaves. In his recently published cookbook, *Cuisine Naturelle*, Chef Mosimann tucks ingredients such as poached oysters and partridge breasts into the lightly blanched leaves.

In Washington, DC, Chef Gaby Aubouin of La Brasserie has been known to wrap morsels of lobster in lettuce leaves. Chef Dinardo tucks little surprises such as caviar, sundried tomatoes and black beans into endive leaves.

Who knows what's next for the egg roll? ❑

TEX-MEX EGG ROLLS WITH SALSA

Ingredients:
1 cup smoked duck breast, minced
½ medium jicama
1 large jalapeno pepper, chopped, juice reserved
1 raw egg (for binder)
⅓ cup mashed papaya
Rice paper rolls

Method:
Combine all ingredients except wrappers. Remember to reserve jalapeno juice. Prepare rice wrappers according to package directions. Fill wrappers. In wok or skillet, heat oil to 350° F. Fry rolls, turning frequently to brown evenly. Remove and drain on paper towels. Serve with salsa (recipe follows):

Salsa:
1 tomato, finely chopped
1 medium avocado, peeled, pitted and mashed
1 Tbs. olive oil
Juice of 1 medium lime
Black pepper to taste
1 Tbs. fresh minced cilantro
Reserved jalapeno juice

—Windows Restaurant

by Marcia Hibsch Coppess

M E R

The industry profile of the typical restaurateur—a hardworking entrepreneur pursuing a personal vision—may be changing. "I think we're heading for more consolidation," says Thomas Martin, executive vice president of Ramada Inns and president of the Ramada Restaurant Group. Ramada purchased 125 Marie Callender's restaurants last year from entrepreneur Don Callender.

The facts support Martin's contention. In 1984, there were 35 restaurant mergers, according to the American Institute of Food Distribution, Inc. (Food Institute) in Fair Lawn, New Jersey. Last year, that number grew to 58—8 percent of the restaurants tracked by the Food Institute. In 1986, six of the top 20 companies in *Restaurants and Institutions* magazine's "400" were involved in a merger or acquisition. PepsiCo bought Kentucky Fried Chicken, Marriott Corporation acquired Saga Corp., Pantero (120-units, St. Louis, Missouri) purchased Pizza Inn (700 units; Dallas, Texas), to name just a few.

The results are a thinning of the number of privately owned chain operations, particularly in the fast food and coffeeshop segments. While some operations have disappeared or been absorbed by larger corporations, others have been revitalized by the infusion of capital, planning and management.

Marcia Hibsch Coppess is a freelance writer in Arcadia, California.

While hamburger chains are highly competitive, there is still room for growth in the ethnic fast food area.

Reasons why

The reasons for acquiring companies are as varied as the companies buying and selling. Consultants at the Los Angeles office of Laventhol and Horwath see two primary motivations for acquiring businesses.

□ **Complementary products.** "Some people make acquisitions to get into a different but complementary product line," says Robert Patterson, senior managing principal of the Laventhol and Horwath office. "If they have a talented management team that could be stretched further but their mainstay brand is in a heavily exploited segment, buying a similar but noncompeting brand may make sense."

Burger King owner Pillsbury may have had such a reason in mind when it acquired Quik Wok (a 15-unit, Irving, Texas-based Asian fast food concept), Patterson speculates. While hamburger chains are highly competitive, there is still room for growth in the ethnic fast food area. Yet many of the same operations strategies from Burger King can translate to Quik Wok operations.

□ **Cost efficiency.** Janet Lowder, manager of the restaurant consulting group at Laventhol and Horwath, adds that the second motivation is cost efficiency. "The acquiring company can offer some economies of scale in systems, advertising budgets and volume discount purchasing that a smaller regional company would not have," she explains.

□ **Changing needs.** Others say mergers highlight the industry's scram-

GERS

ble to meet changing consumer needs. New food products, higher quality, healthy food and updated concepts are in demand. Yet major corporations may not have the resources or patience to develop their own concepts slowly.

□ **Building costs.** Many in the industry point to other motivations of equal attraction. "The cost of building a new restaurant is becoming so expensive that it's more cost-efficient to acquire another company," says John Bettin, vice president of operations at Gilbert/Robinson, a subsidiary of Restaurant Enterprises Group, which acquired the Darryl's restaurant chain from General Mills in late 1985. "One of the greatest attractions when we purchased Darryl's was that 21 of the 27 restaurants were on owned land. All we needed to do was elevate the sales levels, and the potential was great. We have a very low facility expense."

Buying an existing restaurant can be faster, cheaper and simpler. The original owner shoulders the headaches of the real estate purchase, zoning problems and construction woes. Some small chains in good locations showing only modest profits are ripe for harvesting. All they need to turn a big profit, say the corporate teams, are professional management and procedures.

□ **Market entry.** The previous decade saw a great surge of building as American consumers warmed up to fast food. The best locations in many markets have already been built. If a company wants entry into that market, it almost has to buy an existing building.

Some small chains in good locations, showing only modest profits, are ripe for harvesting.

Lowder notes that the Godfather Pizza chain bought several Sambo's locations just to gain entry into certain markets. Likewise, International Dairy Queen bought the 750-unit Orange Julius chain to increase its shopping mall presence.

Grisanti, Inc., which operates Grisanti's Casual Italian Restaurants among others, was acquired by Imasco nearly three years ago. The operation became a separate division of Imasco with little change other than an infusion of capital, according to Michael Grisanti, president of Grisanti, Inc. Now, the acquired has made its own acquisition. Grisanti explains that his division has just purchased 19 units of the 23-unit Casa Lupida chain. The Casa Lupida locations, which are scattered throughout the Midwest, South and East with a few units in the Northwest, will be converted to Grisanti's during the next two years.

A company must be careful when seeking locations, however. Lowder points out that many competitors build near one another. If one buys the other, they end up competing among company members. For example, had Bob's Big Boy owner Marriott successfully acquired Denny's, the company would have competed with itself nationwide.

Not all companies see internal competition as negative. Although the majority of Darryl's units are situated away from Houlihan's, also owned by Gilbert/Robinson, the city of Richmond, Virginia is one exception. There, within 10 minutes of one an-

third of the total increase in off-premises traffic between 1982 and 1986. For children under six, customer counts for takeout climbed more than 31 percent, and they rose nearly 29 percent for six to 17 year-olds.

Quickservice restaurants capture the lion's share of all takeout business, and this pattern holds true among young customers as well. More than 90 percent of all children's takeout occasions occur at quickservice restaurants. Midscale places account for less than 5 percent of all off-premises occasions for both age groups, and upscale restaurants hold under one percent. Both segments' share of the takeout market has declined since 1982.

Children are likely to eat their takeout food at home. In 1986, 49.4 percent of all off-premises occasions occurred in the home. For children, the proportions were even higher—59.4 percent for children under six and 60.0 percent for those six to 17 years old. Fifty-seven percent of the restaurant meals consumed at home by children under the age of six were purchased through traditional carryout as were 67.0 percent of those eaten by six to 17 year-olds.

Drive-thru captured nearly one-third of the at-home market for young children and under 25 percent for the older age group. The remaining proportion is accounted for by home delivery. Between 1984 and 1986, traffic counts for home delivery more than doubled for children under six and for six to 17 year-olds. Delivery's share of total at-home occasions nearly doubled over this period with both age groups.

Quickservice restaurants unquestionably hold the dominant position in the takeout market. One reason may be that takeout is not yet as widely available at other types of establishments. Midscale and upscale operators, both of whom have had difficulty building customer counts in today's convenience-driven environment, may be in a unique position to cater to families. Their varied menus can appeal to the more sophisticated tastes of parents and still satisfy young appetites. Offering complete takeout meals, including salad, entree, vegetable and even dessert may attract parents looking to recapture that home-cooked feeling of the family meal they enjoyed as children.

Targeting takeout at families is one way operators can expand their customer base. Some operators, especially upscale restaurateurs, may be reluctant to target families for on-premises dining because children can have a disruptive influence on other patrons. However, they can tap the growing family market by catering to their off-premises needs. In turn, the adults may remember the restaurant when the occasion calls for dining out.

Percent change in restaurant traffic for children 1982—1986

Visits to restaurants by children, especially those under six years old, increased more than those for the overall population

	All restaurants	Quickservice	Midscale	Upscale
All ages	10.8%	19.7%	−7.3%	10.0%
Under 6-year-olds	27.4	30.5	24.2	43.3
6 to 17 year-olds	20.8	25.2	1.3	16.8

Source: National Restaurant Association CREST survey

Distribution of eater occasions by day of week and meal periods in 1986

Young children ate at restaurants more during the week, whereas older children dined out most often on weekends.

	All ages	Under 6 years old	6 to 17 year-olds
Weekday	56.2%	51.4%	45.3%
Breakfast/a.m. snack	7.7	5.6	3.7
Lunch	25.4	20.2	13.5
Dinner	17.2	18.5	20.2
p.m. snacks	6.0	7.2	8.0
Weekend	43.8%	48.7%	54.8%
Breakfast/a.m. snack	5.2	4.9	5.5
Lunch	10.8	12.8	12.7
Dinner	22.6	25.0	28.9
p.m. snacks	5.1	6.0	7.7

Source: National Restaurant Association CREST survey

Weekday versus weekend visits

The timing of visits varies by age. Children under the age of six eat at restaurants most often on weekdays, and lunch is the meal they eat out most often during the week. Most of these lunches—eight out of 10—are eaten at quickservice places. Sixty percent occur at hamburger restaurants.

On weekends, children are most likely to eat dinner at a restaurant. Quickservice places, most notably

Percent of occasions for off-premises dining
1982—1986

Children opt for takeout on more than one-half of all restaurant occasions

	Total restaurants		Quickservice		Midscale		Upscale	
	1982	1986	1982	1986	1982	1986	1982	1986
All ages	39.8%	43.0%	56.9%	58.8%	13.3%	12.9%	6.2%	5.7%
Under 6 years old	52.8	54.4	61.0	62.2	17.7	16.1	13.6	12.0
6 to 17 year-olds	50.1	53.2	59.2	61.6	17.1	17.4	10.7	8.9

Source: National Restaurant Association CREST survey

Children's favorite restaurant foods

Soft drinks, french fries and hamburgers are children's top restaurant food choices

	Proportion of occasions
Under 6 years old	
Soft drinks	36.4%
Total sandwiches	36.0
• Hamburgers/ cheeseburgers	25.6
French fries	33.4
Pizza	16.5
Chicken—all types	11.9
• Fried chicken	9.8
Ice cream	9.7
Milk	9.5
Total breads	6.2
Donuts/sweet rolls	3.9
Juice	3.6
6 to 17 year-olds	
Soft drinks	43.4%
Total sandwiches	35.4
• Hamburgers/ cheeseburgers	24.9
French fries	32.1
Pizza	19.0
Chicken—all types	10.3
• Fried chicken	9.2
Ice cream	10.1
Side dish salads	6.7
Total breads	6.3
Other desserts	6.4
Mexican foods	4.3

Source: National Restaurant Association CREST survey

hamburger and pizza restaurants, are again the top choices of young consumers. In 1986, pizza places have come on strong and now have a larger slice of the market than they did in 1982—31.7 versus 25.1 percent. Hamburger fast food places, on the other hand, experienced a decline in their market share from 43.8 percent in 1982 to 40.0 percent in 1986.

Six to 17 year-olds eat more restaurant fare on the weekend than during the week. More than one-half of all eater occasions for this age group occur on Saturdays and Sundays versus 48.7 percent for the under six age group and 43.8 percent for the population overall. Dinner captures the largest share of weekend visits for six to 17 year-olds. In 1986, pizza quickservice restaurants captured 38.5 percent of total restaurant weekend dinner traffic for this age group—up substantially (12.5 percent) from 1982. Although quickservice hamburger restaurants also enjoy frequent visits from six to 17 year-olds at the weekend dinner occasion, their share of the market slid from 37.8 percent to 32.0 percent. Hamburger places have suffered some losses with this age group on weekdays as well, yet continue to hold the largest share of total visits for the dinner occasion.

What do kids eat?

Looking at a list of the foods children are most likely to order when dining in restaurants may not reveal anything new to most operators. It is common knowledge that kids like hamburgers, french fries, pizza and chicken. Children under the age of six show a greater preference for cold cereal, hot dogs, milk, fried chicken, french fries and juices than do consumers of all ages. Pizza, french fries, soft drinks, hot dogs, milk and ice cream are among the items six to 17 year-olds are more likely to order than are consumers overall.

What might come as something of a surprise, however, is that children are becoming more adventurous eaters. The intriguing taste of ethnic cuisines has not escaped the notice of young patrons. Mexican and Asian foods may still be ordered by children on a small proportion of total occasions, but that proportion is on the rise across all age groups. Young children, those under the age of six, have dramatically increased their orders for both Mexican and Asian foods. And pasta, a mainstay of many Italian establishments, has caught on with six to 17 year-olds. Breakfast sandwiches, rice and juice are other menu items that are becoming increasingly popular with children.

In sum

Catering to children is becoming increasingly important as more families call upon restaurants to prepare their meals. Flexibility is critical to successfully meeting the diverse needs of this dynamic market. Restaurateurs who are willing to adapt menus and service methods to accommodate parents and their children are sure to expand their loyal customer base. ❑

KIDS

To Your Health Special

NUTRITI
How best to fee

by Claire Regan, R.D.

If you are thinking of developing a children's menu, the time couldn't be better. The number of children under the age of 14 is growing. In 1985, this segment accounted for 20 percent of our population, and the number of children under the age of five is higher than at any time since 1960. Plus, adults seem to be receptive to menus for children. Seventy-two percent of the adults surveyed in the National Restaurant Association study, *Consumer Nutrition Concerns and Restaurant Choices*, strongly agreed that restaurants should offer meals specifically prepared for children (see ***Restaurants USA,*** October 1986).

Nutritional considerations

Menu planning for children does require special consideration. Although children require all essential nutrients provided by a balanced diet, they have some specific nutritional needs:

Energy. Children need a considerable amount of calories to support growth. While their energy needs are

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Serving the modern family: understanding required

by Candice Leonard

It's 6 p.m. on a weekday night. Mom and Dad have just arrived home from work, one of them stopping on the way to pick up the kids from day care and an after-school program. It's dinner time, but Mom and Dad are too tired to cook. So they decide to eat out someplace where adults and kids can have a choice of good quality food at reasonable prices—and some calm.

The restaurant needs of the modern family are simple: quality food in a stress-free atmosphere. These needs can be met by offering a wide choice of nutritious foods for adults and children—fresh fruit, green vegetables and broiled items—and family-sensitive service that encourages parental control over the experience.

Parents need to control what and when their children eat. This control is not only necessary for the child's physical well-being, but it is also necessary for the parents' emotional well-being.

Parental control helps ensure a stress-free meal. When families eat in restaurants, parents often give up the control they have over meals at home. Children recognize this, and so eating out often becomes an occasion for a power play and a renegotiation of rules regarding what and how much gets eaten. Family-sensitive service can go a long way toward giving parents control over the dining experience.

For example, children love to fill up on bread and butter while waiting for their dinner. If breads and rolls are routinely served, it is a good idea to ask whether the family wants them. If a parent orders milk for a child, it is inappropriate for the server to ask, "Will that be chocolate or regular?" It is the rare child who prefers regular milk to chocolate and posing the question in this way is almost guaranteed to lead to a clamor for the chocolate version. Moreover, bringing a child's beverage before the meal usually means the child will fill up on the beverage and not eat dinner. Parents will appreciate being asked when their child's beverage should be served.

Serving a child last—making him or her wait while others have started

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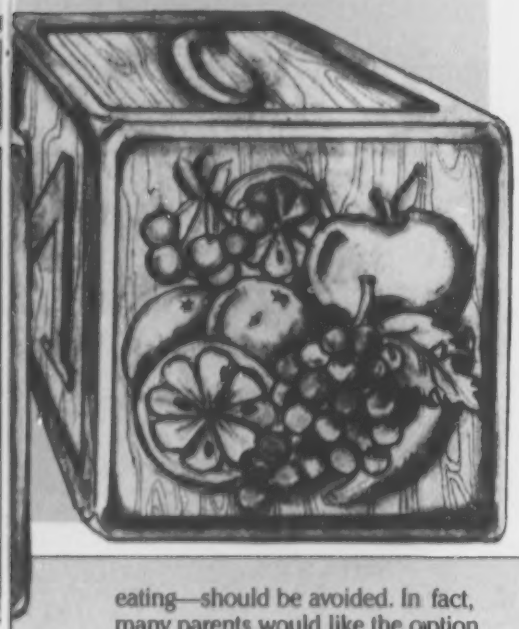


relatively high (see chart), their capacity for food is much smaller than that of adults. For this reason, frequent meals and snacks are an important part of a child's diet.

High energy does not mean high fat, however. Because there is a high incidence of heart disease in the U.S. population, the government's dietary guidelines urge that fats, especially saturated fats, and cholesterol be limited in our diets. This recommendation applies to youngsters as well as adults.

Calcium is essential for both bone mineralization (hardness) and bone growth; both increase during the first 20 years of life. Adequate childhood calcium intake is correlated with consumption of milk and milk products, as nondairy food contributes less than one-half of a child's calcium requirement.

Sodium. Children need considerably less sodium than do adults, yet they often eat the same foods. Consequently, most children consume far more sodium than they need.

Food sensitivities are more common in young children than adults. The most common allergenic foods for this population are cow's milk, eggs, soybeans, peanuts and other nuts.

Iron-deficiency anemia can affect a significant number of preschool age children. Many are vulnerable because they did not receive iron-fortified formula or cereal during infancy or because they favored milk over high-iron foods as toddlers. Because preschoolers' iron requirements are high relative to their caloric needs, they need iron-rich foods, such as meats, enriched breads and cereals, dried fruit, legumes and green, leafy vegetables. Vitamin C enhances absorption of iron from nonmeat sources, which is less efficiently absorbed than iron from meats.

eating—should be avoided. In fact, many parents would like the option of serving their children first.

By the age of 3 or 4, many children want every meal to be followed by dessert. However, parents often see dessert as a once-in-a-while treat. In any case, the family need not be reminded that it is dessert time. The mention of the word can start an intergenerational brawl! A simple, "Will there be anything else?" will get the idea across. The question of dessert can also be handled by having some healthful,, non-gooey aftermeal offerings, such as fresh (with no added sugar or syrup) fruit. A well-planned, health-conscious children's menu can let parents know about desserts they will gladly say "yes" to.

There are several important products that add to family-sensitive service. The first of these is the bendable straw. While it may seem trivial and unimportant, the bendable straw is so much easier for children to use than straight drinking straws. Children will often bend straight straws and be unable to drink. A child attempting to maneuver a glass with a straight straw into a usable position is more than likely to spill, break the glass or whine with frustration—all of which can be easily avoided. Related to the matter of spills and messes, parents will be glad to see extra napkins during the meal and the little moist towelette in the foil pack. Parents love these towelettes as much as the kids do, and they can easily be brought with the check at the end of the meal.

The most important ingredient for family-sensitive service is servers who are friendly but not chatty, and who are nonjudgmental and do not comment on or enter into the family interaction. Family-sensitive service means making the family feel welcome and comfortable.

Menu suggestions

Here are some menu suggestions that can help you offer more than the traditional hot dog, hamburger or grilled-cheese sandwich. Some of these selections are obviously more appropriate than others for toddlers eating with their fingers.

- ☐ Individual pizzas
- ☐ Sloppy Joes
- ☐ Macaroni and cheese
- ☐ Shish kebab (remove skewers before serving younger children)
- ☐ Pot roast
- ☐ Cheese and crackers
- ☐ Raisin-studded cottage cheese, sprinkled with cinnamon
- ☐ Sliced chicken or turkey breast
- ☐ Chicken or turkey drumstick
- ☐ Campfire stew
- ☐ Spaghetti with meatballs
- ☐ Scrambled eggs
- ☐ Hard-boiled eggs
- ☐ Salads (no dressing for finger diners)
- ☐ Cut raw vegetables
- ☐ Stuffed celery sticks (use cottage or cream cheese, peanut butter, tuna or egg salad)
- ☐ Corn on the cob
- ☐ Baked potatoes
- ☐ Baked beans
- ☐ Cole slaw
- ☐ Bread sticks
- ☐ Bagles
- ☐ Popcorn
- ☐ Graham crackers or vanilla wafers with peanut butter
- ☐ Fruit kabobs (remove skewers before serving younger children)
- ☐ Assorted dried fruit
- ☐ Fruited yogurt
- ☐ Oatmeal raisin cookies

KIDS

Menu planning for children

Not only do children's nutritional requirements differ from adults, their food preferences and feeding skills differ as well. These must be taken into account when planning menus for children.

Food preferences. Some common assumptions about children's food preferences are accurate while others are based on misconceptions. For example, preference for mild foods is not universal among children. Youngsters tend to favor foods that are familiar, regardless of their seasoning. In fact, children tend to be more sensitive to temperature and texture than to flavor. Children seem more receptive to lukewarm or room temperature foods than to foods that are extremely hot or cold. Soft, fluffy foods, such as mashed potatoes or pudding, are more popular than are heavy, sticky items. And crisp vegetables (raw or cooked but still firm) stand a better chance than their soggy counterparts.

Another questionable assumption is that children are more receptive to plain foods. This is debatable given their acceptance of mixed dishes, such as macaroni and cheese, pizza, spaghetti with meat sauce, stews and casseroles.

Presentation. The presentation of food tends to influence its acceptance by children. Finger foods are popular, especially for one to four-year-olds who are not proficient with utensils because of their limited muscle coordination. Finger eating also allows exploration of texture, a normal component of child development.

Large portions tend to overwhelm young diners. For preschoolers a rule of thumb for portions is one tablespoon for each year of age. Utensils and dishes, too, should be scaled down. Salad forks and small spoons are suitable and are easier to use when food is served in a deep dish or one with compartmental dividers. Small cups are a better fit for small hands, and chances of spillage are reduced when cups are only partially filled.

Cute foods (for example, those shaped like dolls, boats, animals, etc.) can confuse children. Because they appear "fun," children can be reluctant to eat them. It is better to reserve the games and toys for the menu or post-meal giveaways.

Portions should be served ready to eat whenever possible. For instance, cut meals into bite-size portions, shell hard-boiled eggs, butter toast, insert straws into beverages and apply condiments to hamburgers or hot dogs.

Menu items. When developing children's menus, limit the selection because school-age children reading the menu have short attention spans. Be sure to make the selection titles familiar so the child can relate to the foods offered.

The traditional meal component—appetizer, entree, vegetable, potato, dessert and beverage—will not always work with this audience. An acceptable meal could be sliced cheese, breadsticks, a fruit kabob and a glass of low-fat milk. Do not be afraid to offer foods that may seem inappropriate for the meal period. For example, dried cereal may appeal to a fussy eater at lunch or a toasted peanut butter sandwich could be a hit at breakfast. ❑

Nutrient requirements

	1 to 3 year-olds	4 to 6 year-olds	7 to 10 year-olds	Adults*
Calories	1,300	1,700	2,400	2,000–2,700
Calcium**	800	800	800	800
Sodium**	325–975	450–1,350	600–1,800	1,100–3,300
Iron**	15	10	10	10–18

*Based on needs of those between 23 and 50 years of age
**milligrams
Source: National Academy of Sciences, *Recommended Dietary Allowances*, Ninth Edition, 1980

by Linda Durling

By 1990 there will be about 23 million of them. Twenty-three million wiggly, giggly, squirmy little beings, all under the age of six. Don't be fooled by their size. These preschoolers are a force to be reckoned with. Their tiny voices can be very persuasive. When little Bobby and Suzy find a restaurant that treats them right, they will be sure to let their parents know.

One way that restaurants have catered to these youngsters—and their working parents—is to provide entertaining menus that occupy the children's attention during the before-dinner wait. As the entries in this year's Great Menu Contest demonstrated, these menus are far more colorful and engaging than ever before.

MENUS

Ways to keep kids busy before the meal arrives

Eat 'N Park

Three winners up close

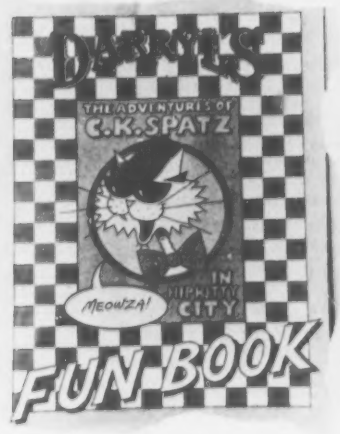
All three winners in the specialty category of the 1987 Great Menu Contest were children's menus. Winning first place was the menu developed by TGI Friday's, a 116-unit national chain headquartered in Addison, Texas.

Called "Ff is for Friday's Big and Little Children," the menu is 8 inches wide and 9¾ inches high. It consists of nine four-color cardboard pages (with selections on the front and back) that feature different letters of the alphabet, each highlighting a specific entree, beverage or dessert. Fanciful illustrations are the signature of this menu. Children not only read that "Kk is for Kid's Shrimp", for example, but they also see a childlike drawing of a little shrimp riding a bicycle. (The shrimp, with its impish grin, wears a baseball cap.) Farther on in the menu, under the heading "Dd for delicious drinks," kids delight in the leopard lady that invites them to try the drink that blends "chocolate chips, orange sherbet and vanilla ice cream for a roaring good time" or in a large banana attacking a city, to illustrate the "Banana Kong—a colorful, fruity drink of strawberries, bananas, orange sherbet and vanilla ice cream."

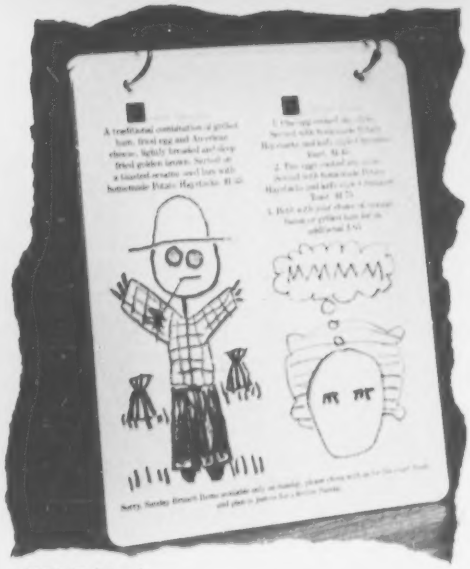
The vibrant menu, held together in a flash card fashion with metal rings, is the first menu T.G.I. Friday's has developed solely for children. Before its creation three years ago, entrees for kids only merited a small section on the adult's menu.

Lindy Groom, director of marketing at TGI Friday's, said the restaurant made the switch to the children's menu to help bring more children into the restaurant. He says the effort has paid off with increased traffic and positive customer feedback. Although the price of producing each menu is high ($6.35), the two-ring binder design permits specific pages to be replaced when entree selections change, without having to throw away the whole menu. Further, says Groom, the cardboard is sturdy and lasts longer than many lighter-weight menus. These factors lead to long-term savings.

Linda Durling is a freelance writer in the Washington, DC, area.



Darryl's



TGI Friday's

Flip books, gift boxes

Eat 'N Park, a 46-unit family restaurant chain in western Pennsylvania, has been experimenting with children's menus for about eight years. Almost every year the chain changes its menu concept to keep children interested and excited in its restaurants.

The present oversized menu (8¾ inches wide by 14½ inches high) is a four-color, four-page laminated rendition of the "Land of Good Food." The cover, a map, opens to reveal food items turned into familiar landscape images. Everything in the picture is made of food—from the "dessert island" with its hot fudge falls and sundae mountain to the hot dog submarine and pizza boat with a grilled cheese mast to the mainland featuring mountains made of hamburgers, a river of lemonade, chicken fillet ledges, broccoli and celery trees and a chili pond. In short, the imaginative drawing invites discovery for both children and parents during the trying before-meal waits. The menu, printed over the illustration, echoes the visuals.

Despite its appealing features, this Eat 'N Park menu is more traditional than the concept the chain has tried in the past. Flip books and gift menu boxes were popular precursors used a few years back. Both of these more unusual menus won awards in the 1987 Great Menu Contest; the flip books took second place; the gift boxes took third place.

The thumb-size flip books were 3 inches by 2 inches. Children could hold the 24-page, four-color books and flip through to see a moving scene. For example, the Christmas flip book showed how a bare fir tree made friends with a star and then transformed into a Christmas tree. Starting at the back of the book and flipping forward, children could see the menu selection.

The 3 by 4-inch rainbow-colored gift box called "Eat 'N Play" featured 12 attached cardboard panels that unfolded into a strip of fun activities on one side and colorful entree descriptions on the other side. Depending on the season, a different theme was portrayed through games, riddles and illustrations. In a November version, for example, the theme of Thanksgiving dominated. Two of the panels showed an illustration of Thanksgiving, circa 1623. But amidst the pilgrims' and Indians' historic feast were scattered accoutrements of modern-day America. The young guest was asked to identify "What wasn't here then?" The answers included a telephone, toaster and television.

A maze on another panel asked kids to help cartoon children find their way to Fort Pitt Block House, a Pittsburgh area site, and the riddle page asked such titillating questions as, "What was the most popular pilgrim music?" The answer: "Plymouth Rock."

Even after all the activities were completed, the fun wasn't over. The individual panels could be separated and, using preformed notches, built into houses or other structures.

According to Basil Cox, vice president of marketing for Eat 'N Park, these menus, which were created in conjunction with the Pittsburgh-area Family Communications Company, were designed to be rewarding to children on an emotional level, a learning level and an experience level. And they were successful. However, the menu boxes were discontinued because of high cost.

Other notable entries

□ **Masks.** Banana's, a 275-seat restaurant in Boulder, Colorado, has had great luck with its menu, which features a banana in a space helmet on one side and a listing of entrees and questions about space exploration on the other side.

At 10 cents per unit, the menu is inexpensive enough that owner Wayne Dozier is happy to have his pint-sized customers take them home as a souvenir.

The black, khaki and yellow mask is easy to wear. The eyes are cut out, the nose is perforated and an elastic band is attached. Older youngsters, not interested in playing make-believe with the mask, can challenge themselves with the space exploration questions. For example, they are asked, "How many bananas, laid end to end, would you need to reach the sun?"; "If you could throw a banana 30 feet in the air on earth, how far could you throw it on the moon?"; and "If a bunch of bananas weighed six pounds on earth,

how much would the same bunch weigh on the moon?"

Dozier said a graphic artist friend designed the mask for him seven or eight years ago. The artist also came up with the questions and answers. The menu has been so successful that Dozier has not felt the need to change the format. "Children love it! You see all the little kids walking out of the restaurant with the masks on," he beams.

□ **Hats.** Children dining at one of Grisanti's five Italian family-style restaurants across the country have the opportunity to play "chef" during their mealtime. The 15-month-old chain of restaurants, headquartered in Louisville, Kentucky, provides children with a menu that can be turned into a chef's hat.

The 2-foot wide and 8½-inch high black and white menu can be fitted around a child's head by inserting a tab into a slot. Suddenly the child feels like a professional chef. "They feel they are part of the restaurant," explains Michael Sodofsky, director of marketing for Grisanti's.

Young guests also receive two crayons to color on the front side of the hat (which includes the menu) and to solve the puzzles on the back side. One puzzle asks children to make their way through a spaghetti maze to reach a meatball. Another asks them to find the words *pasta, Italy* and *pizza,* in a word puzzle. And a third asks them to unscramble a sentence (Eating at Grisanti's is fun). There is also space for five tic-tac-toe games.

□ **Comic books.** Darryl's, a 27-unit chain in the Southeast, combines a comic book format with games. Darryl's "Hip Kitty" is "Cool Cat K-Spatz," as the eight-page menu explains, and he leads the children through various activities.

On one page he "sings cool jazz tunes and hip little ditties" and the child reader is asked to "connect the dots for his back-up kitties!" On other pages children are asked to circle items that are blue in real life and to find a matched set in a group of nine pictures of C. K. Spatz in various striped and polka-dotted outfits.

According to Linda Benedict, Darryl's marketing manager, the comic book menu represents the end stage of an evolution. In the past few years the chain switched from a standard coloring book to a placemat to the "Hip Kitty" comic/fun book, which started in January 1987. "This format is a little more expensive, but we're getting great feedback," Benedict says. "Plus, it keeps the 10-year-olds and under busy."

Darryl's also gives children a little box of crayons and a balloon. She says children react well to this special treatment.

□ **Placemats.** Finley's American Restaurant, a three-unit family restaurant in Michigan and Pennsylvania, switched three years ago from a coloring book to a placemat format for its children's menus. The 10-inch by 14-inch placemat, called a "Doodle page," displays birds and large animals engaging in whatever play fits the season. There are mazes, puzzles or dot-to-dots for children to solve and an unusual feature is a "how to draw" panel which gives young patrons a hand in drawing one of the featured animal characters.

Kim Hunt, assistant director of marketing, says Finley's changes the menu five times per year to reflect the season. The winter menu, for example, asks children to draw a face on a snowman, help "Millie find the skating pond" through a maze, and teaches children how to draw the insect "Ollie."

Eat 'N Park

Kids' menus should be for patrons 9 years old and younger

Children's menus should be geared toward the 9-year-old and younger age group, says consultant Norma Grey, president of Foodcrafters Foodservice Consultants, consulting in Burke, Virginia, and judge in the 1987 Great Menu Contest. "Most restaurants put an age limit of under 12 on their children's menu, but most of the 10 to 12 year-olds would rather order from the adult menu—which is better for the restaurant check average," Grey says. The solution: "Scale to younger children in both menu selections and design. It's the smaller children you want to keep busy," she says. It's also the younger children who are more likely to share a meal with their parents if there isn't a smaller portion size available. Gearing to younger children means offering simple activities, such as connect-the-dots or finding a way through a maze and offering fun finger foods.

Children's menus should be inexpensive and disposable, she adds. "If they are not, the premise is almost undone," she says. In her mind, the restaurant owners should feel comfortable with children handling, playing with and drawing on the menus and then taking them home after dinner as a souvenir of the great time they had.

Hunt says the restaurants switched from a coloring book to the vertical doodle page because it is more cost-effective and immediately engaging.

In sum

Many restaurants are already reacting creatively to the baby boomlet of the 1980s. Dots to connect, images to ponder, mazes to solve, jokes to giggle at or cool cats (and hip kitties) to read and color are just some of the ways operators are designing menus to attract children (and the parents who come along with them) without sacrificing decorum or the enjoyment of childless patrons. ❑

Johnson & Wales honors Balestreri

Johnson & Wales College recently honored National Restaurant Association Past President Ted J. Balestreri (Sardine Factory, Inc.; Monterey, CA) with an honorary doctor of business administration degree in hospitality management.

Balestreri received this latest honor at the commencement exercises of the Culinary Arts Southern Division Branch campus of Johnson & Wales College in Charleston, South Carolina.

Johnson & Wales President Morris Gaebe confers honorary degree on Association Past President Ted J. Balestreri. From left to right are Gaebe; Walter Anhalt, director of the college's Culinary Arts Southern Division Branch Campus, Balestreri and John A. Yena, executive vice president of Johnson & Wales.

When conferring the award, Johnson & Wales President Dr. Morris Gaebe said, "You are a leading figure in America's hospitality industry. While cultivating your own personal business interests, you have advanced your industry—our industry—to the prominent position it now holds in the United States."

Balestreri is the co-owner of the Sardine Factory, which opened with 72 seats in 1968 and now is the recipient of a number of industry awards. Some of the more prestigious include the Ivy Award, the Travel/Holiday Magazine Award since 1971, the Mobil Travel Guide Award and the honor of being one of 50 restaurants to participate in the "Taste of America" at President Reagan's inaugurations in 1981 and 1985.

Elmont speaks out against mandated parental and medical leave

National Restaurant Association Director Stephen E. Elmont (Creative Gourmets, Ltd.; Boston, MA) recently spoke out against S. 249, the Parental and Medical Leave Act introduced by Sen. Christopher Dodd (D-CT). If enacted, S. 249 would require employers to provide parental and disability leave of up to 44 weeks while continuing health benefits and guaranteeing a job upon return.

In testimony before the Subcommittee on Children, Family, Drugs and Alcohol of the Senate Labor and Human Resources Committee, Elmont testified that such a broad government mandate neglects to consider the individual circumstances of each employer and the particular needs of the employer's work force. S.249, he said, "needlessly drives up costs for benefits, and worst of all, undermines the current trend toward flexible benefit policies."

Elmont pointed to recent private sector initiatives such as alternative work schedules, flextime, reduced work weeks, job-sharing, part-time employment, child and dependent care programs, employee-assistance programs and flexible benefit plans.

Describing the potential effect on his own operation, Elmont explained that the proposed bill would disrupt operations, upset recruitment and training and could lead to as many as 20 to 30 employees going on leave at one time.

Elmont spoke on behalf of the Association and the Concerned Alliance of Responsible Employers (CARE). The National Restaurant Association is one of the founding members of CARE, a group of more than 150 organizations actively seeking to ensure that the current voluntary system of benefit structuring remains in place.

Grisanti tells media: Rise in minimum wage hurts poor

Michael J. Grisanti's (Grisanti, Inc.; Louisville, KY) new responsibilities as chairman of the board and president recently took him to the editorial boardroom of the *Wall Street Journal* (Grisanti is scheduled for a media tour of Chicago later this month).

Grisanti carried with him *The Minimum Wage Research Review*, a summary of major recent studies on the effects of minimum wage laws. He also presented the association's position that a minimum wage rise fails to help the working poor. With only one in 10 minimum wage earners classified as members of poverty-level households, research indicates that an increase in the minimum wage affects middle class youth and spouses of heads of households, he said. In fact, Grisanti pointed out, an increase in the minimum wage forces employers to decrease the number of work hours available to entry-level and part-time employees, thus eliminating the jobs of at least some current minimum wage earners.

"In general the public is predisposed toward raising the minimum wage," Grisanti told *Wall Street Journal* editors and reporters. "But that is because they have not analyzed the argument, studied the demographics and considered the effects of a proposed increase. We look to you, the media, to educate the public on the error of this well-intentioned but misguided legislation."

Association Vice President Jim L. Peterson (Whataburger, Inc.; Corpus Christi, TX) and other members of the board of directors are visiting the media in other major media markets.

Grisanti invites all members of the association to join in this effort. Members interested in serving as spokespersons should contact the association's Communications Department, 311 First St., N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

Elmont and Maynard win silver plates

National Restaurant Association Directors Steve Elmont (Creative Gourmets, Ltd.; Boston, MA) and James H. Maynard (Investors Management Corporation; Raleigh, NC) were among the nine foodservice professionals to receive the International Foodservice Manufacturers Association's (IFMA) 1987 Silver Plate Award.

In existence since 1955, IFMA's prestigious plate award honors outstanding operators representing nine areas of foodservice: business and industry; chain, fast food; chain, fullservice; colleges and universities; contract food management; elementary and secondary schools; health care and public institutions; hotels and lodging and independent restaurants.

Elmont, a member of the association's board since 1984, won in the contract food management category. Maynard, a board member since 1983, won in the chain, fullservice category. (Investors Management Corporation is the holding company for the Golden Corral chain.)

Each year one silver plate award winner is selected to receive IFMA's Gold Plate Award and the title of Foodservice Operator of the Year. Gold and Silver Plate winners are selected by a jury of foodservice trade publication editors and the previous year's Gold and Silver Plate winners. Joseph Baum, restaurateur/consultant of the Joseph Baum Company and creator of such restaurants as the Four Seasons, Windows on the World and Aurora in New York City, received the 1987 Gold Plate Award.

Fisher's Law #84

How to choose a lawyer

Every business organization needs the assistance of professionals and specialists, such as accountants, lawyers, advertising agencies and others, to look after activities beyond the scope of its generalists. Selecting a lawyer or a law firm is a particularly challenging task, and, having done it on a number of occasions, I have developed some keen insight into the selection process and lawyer/client relationship. With humility, I'm glad to share these "rules" with you.

1. You must realize that lawyers work very hard. Although their definition of "work" may be a little different from yours, I have been told by many lawyers that when they are at the club, the golf course, pool, tennis courts, on a fishing trip or with a companion at a warm water sun spot in the dead of winter, they are really working. Such dedication is rare these days.

2. Because lawyers thrive on challenges, you should select one for whom your situation represents a challenge. For example, if you want to acquire or merge a business, you may want to consider a good divorce lawyer. If you have a problem involving labor relations, an estate lawyer may be the answer; or if your problem concerns a fringe benefits matter, someone well versed in copyright law should be considered. Those things would really be challenging to the lawyer(s) you select, and that will cause them to work long and hard on your behalf.

3. Because lawyers also thrive on controversy, you may want to select a controversial lawyer. If his/her name is in the paper all the time, you can tell your friends, "That's my lawyer." If your lawyer does not have a very good reputation, you may be able to save on expenses. I have found that disbarred lawyers are the least expensive, and they are usually most anxious to do something right.

4. Always put your lawyer on a retainer; never ask him/her to bill you by the hour. Yes, it is true that some lawyers on retainer will ask you for more money because new situations arise that were not contemplated when the retainer agreement was struck, but that is just a sign that you must be getting more successful to be involved in all these legal matters. How exciting!

5. Never give your lawyer all the facts. A good lawyer will discover the facts anyway. (That's a good test for the lawyer.) Besides, the lawyer working *for* you today could be the lawyer working *against* you tomorrow, and you don't want to give away all your secrets.

6. Never maintain a relationship with a lawyer for more than two years. Fire him/her. Most lawyers are intellectually arrogant anyway, and such a move will put that lawyer in the proper place. You can always get another lawyer; there are so many of them these days.

7. Let your lawyer entertain you lavishly. He/she should be grateful for your business, so enjoy being entertained. Don't worry, the tab will never come back to you in the invoice you receive with a mark-up.

8. Never demand an accounting. Lawyers will charge you for the time they spend on your behalf; and if they spend a lot of time tallying up how they have spent their time for you, they could develop a multi-page invoice. Because you don't want to pay for having your own invoice calculated, do not request an accounting.

9. If you ever go to court or enter negotiations, etc., be sure you do the talking. You will want to let everyone know you are your own person and, therefore, don't need someone else speaking for you. Everyone considers a lawyer to be a "mouthpiece" anyway. It's "expected" that your lawyer will be at certain forums, that's why he/she should be in attendance, but you should be doing the talking and giving the guidance to the lawyer.

10. Consider using a paralegal rather than a fully credentialed attorney. Paralegals generally know more about the law anyway; they are more humble and less expensive.

Fisher's Law #84: ***Lawyers beget lawyers, who beget issues, which beget expenses. Try to forget them, rather than beget them.*** **Whoops, I have to go now. My lawyer is here.**

Restaurant beverage trends

Who drinks what, where

Beverage choices are changing at fast food and tableservice restaurants. Although soft drinks continue to be the beverage of choice at both types of establishments, other beverages, especially tea and bottled waters, are making gains. Alcoholic beverage consumption has declined but seems to have bottomed out in 1984.

Who drinks soft drinks in restaurants? How much coffee on average does a restaurant patron consume in one year? What's happening to alcoholic beverage consumption away from home? To answer these and many other frequently asked beverage trend questions, the National Restaurant Association commissioned a special study to investigate consumer beverage choices in 1986 and examine how they have changed since the beginning of the decade.

The data obtained from National Family Opinion's Share of Intake Panel (SIP) shows who is drinking which beverages, where they are consumed and how much is being consumed.

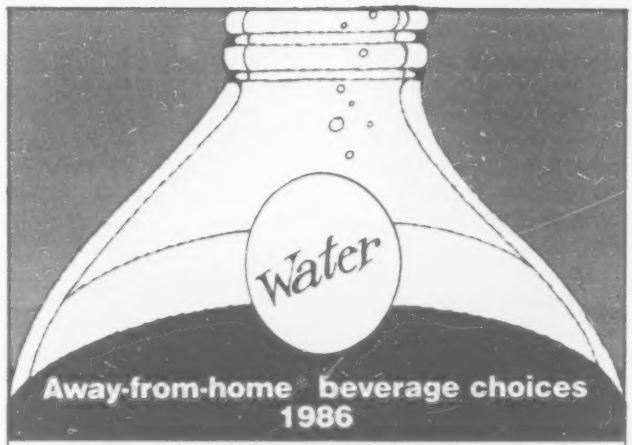
Beverages included in the study were soft drinks, coffee, tea, milk, fruit juices, bottled waters, other nonalcoholic beverages,* liquor, wine and beer.

Drinking patterns have changed

An analysis of SIP information indicates that consumers have altered their away-from-home** beverage consumption patterns between 1980 and 1986. At fast food restaurants, soft drinks still dominate consumer beverage orders although the total volume of soft drink consumption has slipped as some individuals have switched to tea. Tea consumption at restaurants other than fast food is also growing rapidly. Bottled water consumption is up dramatically but still represents less than 1 percent of total away-from-home consumption. The volume of alcohol consumption, while down from 1980, has risen somewhat since 1984, indicating that the decline in alcoholic beverage consumption at restaurants has bottomed out.

The analysis of away-from-home beverage consumption is based on two different measures: (1) the total volume or ounces consumed and (2) the number of drinkers consuming a beverage. The number of drinkers, referred to as penetration, is a measure of product appeal while the volume shows the total consumption that a particular beverage attracts. Since both of these measures may be examined on a demographic basis, such as age and sex, the SIP data provide information on who is consuming each beverage.

**Includes chocolate/cocoa, milkshakes/malts, fruit drinks and powdered soft drinks.*
***Away from-home refers to fast food restaurants, other types of restaurants, bars and private clubs. It does not include beverages consumed elsewhere, including sporting events, private in-house parties, office/work, school, picnics/camping or another person's home.*



Away-from-home beverage choices 1986

Soft drinks still head the beverage list for away-from-home choices at all types of restaurants

	By individuals	By volume
Soft drinks	65%	34%
Coffee	30	24
Tea	24	14
Milk	10	3
Fruit juices	9	2
Bottled waters	1	**
Other nonalcoholic beverages	18	5
Liquor	10	2
Wine	7	2
Malt	12	14

**Away from home includes fast food restaurants, other restaurants, bars and private clubs. It does not include beverages consumed elsewhere, including sporting events, private in-house parties, office/work, schools, picnics/camping or another person's home.*
***Less than 1 percent*
Source: National Restaurant Association, NFO Share of Intake Panel

Soft drinks top overall consumption

Soft drinks are the undisputed leader in terms of number of drinkers (penetration). In 1986, more than twice as many beverage consumers ordered soft drinks as coffee. About 25 percent ordered tea, 10 percent milk, 9 percent fruit juices and 1 percent ordered bottled waters. Alcoholic beverages were ordered by 22 percent of drinkers, with malt beverages contributing over one-half of these orders. (Note: These figures add up to more than 100 percent since one person could order more than a single beverage.)

Examination of the volume of beverage consumption also shows that soft drinks ranked first in 1986. Soft drinks claimed 34 percent of the volume, coffee captured 24 percent and tea and malt beverages tied for third place at 14 percent each. In terms of volume,

Beverage consumption at fast food restaurants, 1986

Tea was the growth leader at fast food restaurants between 1980 and 1986, but in 1986 it represented only 8 percent of the total volume share

	By individual	By volume
Soft drinks	74%	63%
Coffee	14	12
Tea	10	8
Milk	6	3
Fruit juices	5	2
Other nonalcoholic beverages	17	10
Alcoholic beverages	2	2

Source: National Restaurant Association, NFO Share of Intake Panel

Beverage consumption at tableservice restaurants, 1986

In terms of volume, coffee is the beverage of choice at restaurants other than fast food; in terms of penetration, soft drinks take the lead.

	By individual	By volume
Nonalcoholic beverages		
Soft drinks	44%	22%
Coffee	37	37
Tea	29	23
Milk	9	3
Fruit juices	8	2
Bottled waters	1	*
Other	10	3
Alcoholic beverages		
Liquor	10	1
Malt	9	6
Wine	9	3

**Less than 1 percent*
Source: National Restaurant Association, NFO Share of Intake Panel

nonalcoholic beverages constituted 82 percent of the total away-from-home consumption in 1986 while alcoholic beverages claimed 18 percent.

Demographic differences

According to SIP data, men generally consume a greater volume of beverages than do women. In 1986, males consumed almost a 58 percent share of the total away-from-home beverage volume compared to 42 percent for females. However, this proportion varies when individual beverages are examined.

Males consumed almost a 60 percent share of the milk volume in 1986 but only 43 percent of the bottled water volume. Both men and women have almost a 50 percent share each for wine consumption. Males dominated beer consumption, with a 78 percent share.

Consumption by restaurant type

In 1986, fast food restaurants claimed more than 31 percent of the volume for away-from-home beverage consumption. Tableservice restaurants grabbed a 52 percent share while bars and clubs garnered 17 percent.

□ **Fast food.** Seventy-four percent of consumers who ordered beverages at fast food restaurants in 1986 ordered soft drinks. Coffee placed second in orders at 14 percent. Examining consumption by volume, shows that soft drinks dominated beverage choices with a 63 percent share followed by coffee with a 12 percent share.

SIP information indicates that compared to 1980, fewer consumers are ordering coffee at fast food restaurants. They are opting for soft drinks and tea instead. Tea was the growth leader at fast food restaurants between 1980 and 1986, but in 1986 it still represented a modest 8 percent share of total volume.

□ **Tableservice restaurants.** As with fast food restaurants, soft drinks dominated beverage orders at tableservice restaurants in terms of penetration (44 percent). Coffee and tea, however, gained in prominance at these establishments (37 percent and 29 percent, respectively). In addition, alcoholic beverages garnered 28 percent of orders.

When beverage consumption at restaurants other than fast food is examined in terms of volume of consumption, coffee advances ahead of both tea and soft drinks—37 percent versus 23 and 22 percent, respectively.

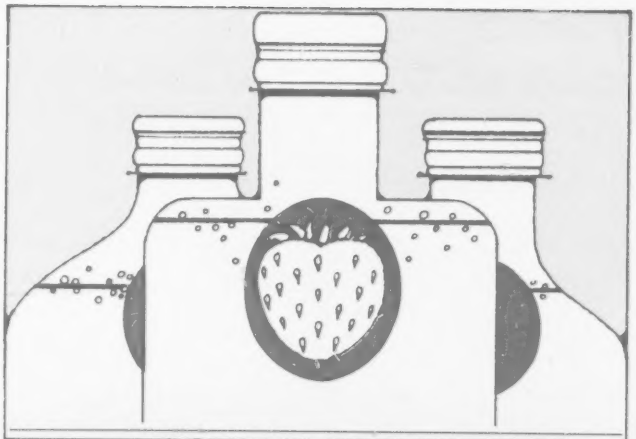
Men account for more than 50 percent of the volume consumed in eight out of ten beverage categories. Men consumed more than 80 percent of the volume of beer or malt beverages, 63

Index of alcoholic beverage consumption at tableservice restaurants, by volume

The volume of total alcoholic beverage consumption bottomed out in 1984

	1980	1982	1984	1986
Total consumption	100	88	80	85
Liquor	100	82	84	78
Wine	100	94	96	93
Beer	100	87	73	83

Source: National Restaurant Association, NFO Share of Intake Panel

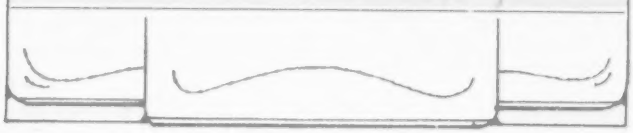


Volume of tableservice restaurant beverage consumption, 1986

In 1986, bottled waters were the beverage of choice for females; malted drinks topped the list for males

	Percent share of beverages ordered	
	Male	Female
Nonalcoholic beverages		
Fruit juices	63.4%	36.6%
Milk	62.2	37.8
Coffee	58.0	42.0
Tea	56.8	43.2
Soft drinks	48.8	51.2
Bottled waters	26.2	73.8
Alcoholic beverages		
Malt	80.4	19.6
Liquor	60.9	39.1
Wine	54.9	45.1

Source: National Restaurant Association, NFO Share of Intake Panel



percent of the fruit juice, 62 percent of the milk and 61 percent of the liquor. Females lead in the volume of bottled water consumption with a 74 percent share.

Bottled waters show the most spectacular growth among all tableservice restaurant beverages. Since 1980, the number of restaurant patrons ordering the beverage has grown more than four times, and the volume of consumption jumped almost fivefold. Despite this dramatic growth spurt, the total volume of bottled waters consumed away from home in 1986 still represented less than a one percent share of total away-from-home consumption.

While tea has always been a well-established beverage at restaurants, this drink is gaining new popularity and growth. From 1980 to 1986, the number of individuals ordering tea at tableservice restaurants advanced by 8 percent while total volume jumped 33 percent. In part, this change is due to the increased consumption of tea by males. During this period, males increased the volume of their tea consumption by more than 50 percent at these establishments, but they cut back on their coffee and milk orders.

Females are also ordering more tea and bottled waters but less liquor.

What's happening to alcohol?

An examination of alcoholic beverage consumption at restaurants other than fast food between 1980 and 1986 shows an overall decline in volume consumed. If consumption in 1980 is used as the base year and set equal to 100, the volume of alcoholic beverage consumption by 1984 dropped approximately 20 percent. But, when 1984 is compared to 1986,

What is SIP?

The purpose of National Family Opinion's Share of Intake Panel (SIP) is to monitor the consumption of all beverages both at home and away from home. Every week, approximately 200 households are selected from National Family Opinion's panel base of 350,000. These households, which are balanced to match the latest Bureau of the Census information, are mailed a diary to record information on the entire household's beverage consumption over a two-week period.

Applicable data collected through the use of the SIP diary includes sex, age and income of the beverage consumer; where consumption occurred; type of beverage consumed; and, most importantly, total volume in ounces of the beverage consumed.

Panelists are instructed how to accurately measure the volume of their beverage consumption, especially when away from home.

Two components affect total consumption of a beverage:(1) the number of individuals drinking the beverage and (2) the volume which is drunk. The total volume of a beverage consumed is directly related to the number of individuals drinking the beverage (penetration) and the volume consumed by each drinker (ounces per drinker). For example:

Volume		Number of drinkers		Volume per drinker
Beverage X 100 ounces	=	20	×	5
Beverage Y 100 ounces	=	5	×	20

This example demonstrates that beverage X and beverage Y have identical volume consumption but vastly different consumption characteristics.

As a result, it is possible to obtain an accurate measure of who is drinking which beverages and how much. Comparing SIP information from year to year permits insights into the changing beverage preferences of away-from-home consumers.

Market strong for mocktails, wine sales

This article summarizes some of the findings of the 1987 beverage study, Beverage Preferences: A Consumer Attitude Survey, *conducted by the National Restaurant Association. The study, a national telephone survey of 1,200 individuals, identifies consumer attitudes and behavior concerning beverage consumption in restaurants.*

Where customers are drinking

	1986	
	Gallons consumed (000)	**Percent of total**
Tableservice restaurants	1,007,480	52%
Fast food restaurants	608,432	31
Bars and clubs	328,712	17
Total	1,944,624	100%

In 1986, consumers drank more than 1.9 billion gallons of beverages away from home. Where did this consumption occur? Over half was consumed at table-service restaurants while fast food restaurants snared another 30 percent. Bars and clubs claimed the remainder.

Since 1980, the gallons of beverages consumed away from home has risen by 1.5 percent. Restaurants and bars and clubs advanced 3 percent during this time frame while the gallons consumed in fast food restaurants declined by more than 1.5 percent.

In 1986 the most popular away-from-home beverages were soft drinks (661 million gallons), coffee (462 million gallons), tea (279 million gallons) and beer (280 million gallons).

consumption edged up 5 percent, indicating that the decline in alcohol consumption at restaurants has probably bottomed out.

Liquor, wine and beer exhibited different consumption patterns in the six-year time period. All three beverage categories posted volume declines. Beer experienced a 27 percent loss, but regained 10 percent between 1984 and 1986. Wine experienced a modest 6 percent decline between 1980 and 1982 but has maintained its volume at approximately 1982's level; this has been aided by the increasing popularity of wine coolers. Liquor posted the largest percent decrease in volume among the three beverage categories—down 22 percent since 1980. Fewer men over age 35 and fewer women of all ages are ordering liquor in restaurants.

In sum

Between 1980 and 1986 there have been major changes in away-from-home beverage consumption. Fast food restaurant orders for tea and soft drinks have increased while coffee orders have dropped. At tableservice restaurants, orders and volume for tea and bottled waters climbed while liquor and milk declined. The volume of beer, wine and liquor consumed at tableservice restaurants posted a loss over the 1980 to 1986 period, but the decline of alcoholic beverage consumption at restaurants appears to have bottomed out in 1984.

—Hudson Riehle

Although recent data on beverage consumption indicates that alcohol consumption away from home has bottomed out and is beginning to rise (see the article on restaurant beverage trends in this issue), consumer concerns about drunk driving are unlikely to diminish. In fact, among the restaurant goers polled in *Beverage Preferences: A Consumer Attitude Survey,* 34 percent order alcoholic beverages less often now than in the past. Only 8 percent order them more often. Concern about drunk driving is cited by 17 percent of these less frequent drinkers as the reason why they now consume less alcohol at restaurants. But the primary reason, mentioned by 38 percent, is that they no longer enjoy alcoholic beverages. Twenty percent of consumers who are drinking less indicate health reasons as the cause, and 12 percent note the high cost of drinks. Only 5 percent of these restaurant patrons mention calories or weight control as the motivating force behind their decreased consumption of alcohol.

Almost 40 percent of consumers never drink alcoholic beverages at restaurants or eating places. As with those who are drinking less, the majority of these nondrinkers simply do not enjoy alcoholic beverages. An additional 22 percent have just never ordered alcoholic drinks at restaurants. Eighteen percent cite health reasons for not drinking, and the percentage is higher for those consumers 45 and older. Religious beliefs prevent 12 percent of restaurant customers from consuming alcoholic beverages away from home. Concern about drunk driving influences only 4 percent.

According to the association study, restaurateurs may be able to recoop some of the drop in alcoholic beverage sales. Study results indicate that there is a market for nonalcoholic cocktails (also known as mocktails) and opportunities for increased wine sales.

According to the study, nonalcoholic cocktails are the most preferred variety of traditional alcoholic beverage served without alcohol. Twenty-two percent of the respondents are very or somewhat likely to order such a drink at a restaurant, compared to 17 percent willing to try nonalcoholic wine and 13 percent willing to order nonalcoholic beer.

The major market for nonalcoholic cocktails appears to be among 18 to 24-year-olds. Thirty-six percent of these restaurant patrons are likely to order a mocktail compared to only 15 percent of those 45 years old and older.

This pattern parallels that found among consumers of

place industry began to decline. The index hit a high of 103.6 in 1973, declined to 99.5 by 1980 and further dropped to 92.8 in 1985. Most of the decline has taken place in the last five years. Between 1980 and 1985, the rate of growth tumbled by 1.2 percent. What has happened during the current decade to cause productivity in eating and drinking places to decline?

Demand for improved service increasing employees

Lower levels of output are not the cause behind the decline in productivity in the eating and drinking place industry. Although the rate of growth has slowed slightly since 1980, output has continually advanced from year to year since 1974. Instead, the decrease in the productivity index can be traced to the tremendous growth in the number of hours worked by eating and drinking place employees. Since 1958, hours worked by all employees have increased 2.7 percent each year. From 1980 to 1985, however, the growth rate jumped to 4.0 percent. With employee hours growing at a faster rate than output, productivity has consequently declined.

Index of productivity for eating and drinking places*

Year	Output	Hours of all persons	Output per hour of all persons
1958	56.3	62.9	89.5
1965	68.0	72.6	93.7
1970	79.3	78.5	101.0
1980	107.9	108.4	99.5
1981	108.1	111.4	97.0
1982	109.6	113.4	96.6
1983	115.3	118.8	97.1
1984	120.0	126.5	94.9
1985	121.2	130.6	92.8

*1977 = 100
Source: U.S. Department of Labor, Bureau of Labor Statistics

As eating and drinking places expanded their operations in the 1960s and 1970s by adding more units, the increased sales volume was more than enough to compensate for added employees. But over the past few years, the growth of the foodservice market has slowed, resulting in increased competition. And at the same time, restaurateurs have had to respond to a rising demand for improved customer service. As a result, some operators have expanded their staffs at a time when expectations of sales growth are lower.

Labor shortage may also affect productivity

In addition to increased foodservice competition and greater consumer demands for service, the industry is in the middle of a labor shortage. The number of U.S. teenagers, a traditional source of labor in the industry, is shrinking, sending operators searching for alternative sources of labor or forcing them to operate short-handed. This is probably another factor affecting eating and drinking place productivity.

In sum

Because the BLS measure of productivity encompasses the entire eating and drinking place industry, productivity at individual establishments will naturally vary greatly. It is up to operators to examine their own operations to see whether labor is as productive as it should or could be.

This can be done by adding new equipment, experimenting with restaurant design and layout, analyzing staffing needs more closely and improving employee training. Some of these steps have been implemented in many operations. Double drive-thru windows are an example of how design changes can improve utilization of existing labor while, at the same time, improving sales and service. Expanded emphasis on takeout service is another way to lessen demand on staff while satisfying consumer needs.

—Laurence Greenberg

How the BLS measures productivity

In computing the index of output for eating and drinking places, the Bureau of Labor Statistics first separately adjusts eating place receipts and drinking place receipts for inflation. A weighted index, one that combines consumer price indexes for several merchandise lines (including meals, groceries, auto fuel, tobacco products and alcoholic beverages) based upon their proportion of total sales at eating or drinking places, is used for this purpose. For example, the price index for restaurant meals would receive the largest weight since it accounts for the highest proportion of total sales at eating places. After adjusting for inflation, these real sales indexes for both eating and drinking places are summed through the use of weights based upon hours worked by all persons. Eating places, which account for more employee hours than drinking places, are given greater weight.

During census years, sales are available by outlet type (restaurants, cafeterias, refreshment places and drinking places) and by merchandise line within each outlet type. The merchandise line sales figures are deflated by consumer price indexes and aggregated to the outlet level. Ultimately, inflation-adjusted sales for eating places and drinking places are derived and summed.

The census year output series is used as a benchmark for adjusting annual, non-census year sales. By using methods of linear interpolation, the annual output indexes are raised or lowered to conform to the level of the benchmarks.

In creating the employee hour indexes, BLS does not distinguish between different types of workers or their abilities. The all-person hour index is solely a sum of the hours worked by paid supervisory and nonsupervisory employees, partners, proprietors and unpaid family workers. The output (sales) index is then divided by the all-person hour index to create the productivity index.

Menu prices are rising

Food prices at both the wholesale and retail level are accelerating as inflation heats up in 1987. Last year, inflation hovered at a low level because of the rapid decline in energy prices. This effect disappeared when oil prices rebounded during the early months of 1987. The weaker dollar is also helping to fuel inflation by driving up prices of imported goods, including food products. Additionally, labor and other miscellaneous operating costs are edging up, causing businesses to raise prices to maintain profit levels.

Sharp increases in the wholesale prices of red meat, seafood and fresh fruits and vegetables have boosted the Producer Price Index (PPI) for all food in 1987. During the first six months of the year, the PPI for all food advanced 3.5 percent over the same period in 1986. This is more than double the 1.5 percent increase registered for all of 1986.

Menu and grocery store prices, as reflected by movements in the Consumer Price Index (CPI) for food away from home and food at home, are rising as well. Grocery stores in particular are feeling the heat of higher wholesale food costs. For the first time in this decade, prices consumers pay for food purchased at the grocery store are increasing at a faster pace than menu prices. Over the first six months of 1986, grocery prices climbed 5.2 percent versus a 4.1 percent advance in menu prices. Tough competition among restaurateurs is helping to keep a tight rein on menu price increases. Also, compared to grocery stores, the food cost component for restaurants is smaller. Consequently, the overall gain in the CPI for food away from home this year is expected to be only modestly higher than the 3.9 percent 1986 increase.

Consumers paying more at all meal periods

The average price consumers are paying to dine at restaurants is rising at all meal periods. The rate of gain, however, varies. Last year, menu prices posted the largest increase at breakfast/snacks for the first time since 1983—4.5 percent. Breakfast/snacks menu prices are continuing to climb at a faster rate than prices at other day parts, moving up 4.7 percent during the first half of the year.

The cost of eating out at lunch has risen by about 4 percent each year since 1983. In 1984 and 1985 dinner menu prices increased at a somewhat faster pace. This trend reversed itself in 1986 as lunch menu prices climbed 3.9 percent versus a 3.6 percent advance at the evening meal. During the first six months of 1987, lunch menu prices again increased more rapidly (4.1 percent) than dinner menu prices (3.8 percent) over 1986 levels.

Alcoholic beverage price increases slow

The CPI for alcoholic beverages away from home (1977 = 100) moved up a substantial 6.6 percent last year, following increases of more than 5 percent during the previous two years. In contrast, the CPI for alcoholic beverages at home (1977 = 100) edged up 1.9 percent for all of 1986 and rose 2.7 and 3.9 percent, respectively, in 1985 and 1984. In 1987, alcoholic beverage prices at restaurants are advancing more rapidly than those for alcohol purchased for at-home consumption; however, the rate of gain has slowed considerably. During the first half of 1987, the CPI for alcoholic beverages away from home posted a 3.9 percent increase, and the CPI for alcoholic beverages at home drifted up 1.7 percent over 1986 levels.

Menu price changes vary across the country

The CPI for food away from home and the CPI for food at home reflect average price changes for all urban consumers. However, the magni-

Percent change in wholesale food costs, menu prices and grocery store prices

Prices are rising faster in 1987 than they did last year

	1983	1984	1985	1986	1987*
Wholesale food costs	1.2%	4.5%	−1.7%	1.5%	3.5%
Menu prices	4.4	4.2	4.0	3.9	4.1
Grocery store prices	1.1	3.7	1.4	2.9	5.2

1967 = 100
**First six months of 1987 versus first six months of 1986*
Source: U.S. Department of Labor, Bureau of Labor Statistics

Percent change in menu prices by meal periods

Menu prices are increasing the fastest at breakfast/snacks this year

	1983	1984	1985	1986	1987*
Breakfast/snacks	5.5%	4.3%	3.5%	4.5%	4.7%
Lunch	4.0	3.8	3.9	3.9	4.1
Dinner	4.0	4.6	4.2	3.6	3.8

1977 = 100
**First six months of 1987 versus first six months of 1986*
Source: U.S. Department of Labor, Bureau of Labor Statistics

Percent change in menu and grocery store prices by regions and city populations

Menu price increases vary across the country

	1984		1985		1986	
	Menu prices	Grocery store prices	Menu prices	Grocery store prices	Menu prices	Grocery store prices
Region						
Northeast	4.7%	3.4%	4.8%	2.1%	4.4%	3.1%
North Central	3.5	3.2	3.2	0.9	4.1	3.2
South	4.4	4.3	4.4	0.9	3.5	2.7
West	4.2	3.8	3.5	1.9	5.1	2.3
City population						
More than 4,000,000	3.8%	3.5%	4.5%	2.0%	4.6%	3.5%
1,250,000 to 4,000,000	4.7	3.4	3.7	1.4	3.6	3.0
385,000 to 1,250,000	4.3	4.2	3.8	1.4	3.3	2.6
75,000 to 385,000	3.5	3.7	3.6	1.1	4.2	2.4
Less than 75,000	5.0	4.1	4.5	0.7	3.0	2.1

1977 = 100
Source: U.S. Department of Labor, Bureau of Labor Statistics

tude of change in menu and grocery store prices varies in different areas of the country. The following highlights briefly describe some of the variations in menu and grocery store price changes observed last year:

□ The largest gain in menu prices was registered in the West last year, and the smallest was seen in the South—5.1 and 3.5 percent, respectively. Menu prices advanced 4.4 percent in the Northeast and rose 4.1 percent in the North Central.

□ Overall grocery store prices advanced approximately 3 percent last year. The western states provided the only exception, posting a smaller 2.3 percent gain.

□ The nation's largest metropolitan areas, those with a population of over 4 million, recorded a 4.6 percent advance in menu prices and a 3.5 percent increase in grocery store prices last year.

□ Cities with populations between 75,000 and 385,000 registered a 4.2 percent rise in menu prices. Menu prices rose by under 4 percent in all other metropolitan areas.

□ Grocery store prices advanced by 3 percent or less in all but the largest metropolitan areas last year. In cities of more than 4 million people, grocery store prices moved up 3.5 percent.

The Bureau of Labor Statistics also tracks menu and grocery store prices each month for major metropolitan areas. Of the four largest areas, menu prices are rising the fastest in Los Angeles—5.8 percent over the first six months of 1987 when compared to the same period last year. Menu prices have advanced by just 3 percent or less in New York, Philadelphia and Chicago. On the other hand, grocery store prices are climbing substantially faster—6 percent or better—in all areas except Philadelphia, where the increase was 5.3 percent.

—Kate Conroy

Consumer Price Index update

The Bureau of Labor Statistics (BLS) recently completed a major revision of the Consumer Price Index (CPI). Data from the Bureau's *Consumer Expenditure Survey, 1982–84* was used to update the market basket of goods and services on which the CPI is based. Changes in demographics and real income are just two of many factors that cause shifts in consumers' purchasing behavior. In particular, the increase in real disposable income and the influx of women into the work force have altered the importance of food and beverages in consumers' budgets. As income rises, a smaller proportion of the budget is spent on food. At the same time, convenience foods, including restaurant meals, becomes more important. The rising number of working women has further boosted the proportion of the food budget spent on dining out. To reflect these changes, BLS has reduced the importance of food and beverages in the CPI market basket from 20.1 to 17.8 percent. And, within the food and beverages component, food away from home is now being weighted more heavily (38.6 versus 33.3 percent) while food at home has declined in importance (66.7 verus 61.4 percent).

These and other changes made to the CPI should make it a better measure of price changes and a more precise reflection of the level of inflation in the economy.

Some limitations of the CPI

Tracking movements in the CPI for food away from home can provide operators with useful information. But, the index has some inherent limitations. First, the CPI measures average price changes for urban consumers, but it does not cover people living in rural areas, the Armed Services or in institutions. Second, percent changes in the index reflect only increases or decreases in prices in relation to a base year. Consequently, the CPI cannot be used to investigate differences in actual price levels of different items or across various areas of the country. Third, while the index takes into account all sales and excise taxes associated with the purchase, it does not make allowances for any promotional activity that may be going on during the survey period. This limitation is an important one for restaurateurs in light of the tremendous increase in the share of occasions on which promotions are used—up 26 percent between 1982 and 1986. As a result, the CPI for food away from home overstates changes in the cost of eating out.

1 NEW ENGLAND

Location: Southwest Harbor, ME
Association member: Chris Coston
Operation: Spinnakers By The Sea
Profile: Seafood dinnerhouse
In business: 7 months
Seats: 100
Meal served: Dinner

"Business is going very well," says **Chris Coston,** owner of Spinnakers By The Sea. His 100-seat dinnerhouse has been open for less than one year, "but we're quickly building a good reputation," he says.

Spinnakers, located about 15 miles from Bar Harbor and Acadia National Park, is housed in a cedar-shingled building that sits on a working harbor. Through the dining room windows, guests look out upon pleasure yachts and lobster boats.

Although local residents comprise the bulk of the off-season traffic, vacationers with summer homes fill the restaurant during the summer months. "Right now," says Coston, "most of the locals are too involved with the tourist trade to go out to dinner."

Spinnakers serves a lot of sauteed and broiled seafood but not as much whole lobster as might be expected, says the owner. The *Spinnakers Special,* linguine with lobster meat, shrimp and mussels in a light cheese sauce, has been moving especially well. Also popular is the *Seafood Deluxe*—Maine shrimp, scallops and crabmeat sauteed in lemon butter with mushrooms and scallions.

2 MID ATLANTIC

Location: Easton, PA
Association member: Constantine Filipos
Operation: Youell's Oyster House
Profile: Upscale seafood restaurant
In business: Over 50 years
Seats: 36
Meal served: Dinner

"We're in our peak season," says **Gus Filipos,** owner of Youell's Oyster House. "Seafood is popular in the summertime, of course, and we've got a lot of loyal local clientele who have been bringing in friends and visitors."

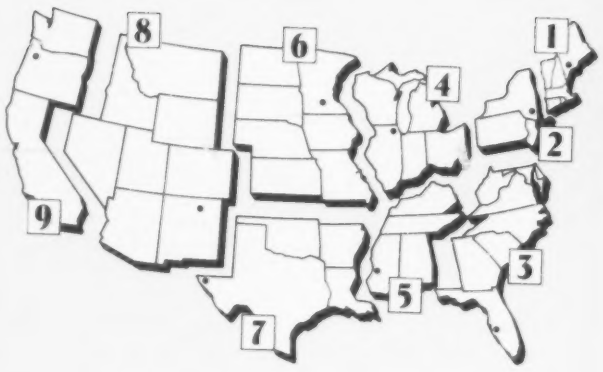
Youell's is located in Easton, a town of 26,000 on Pennsylvania's eastern border. The restaurant draws customers from New York, New Jersey and Pennsylvania. According to Filipos, some customers drive more than 100 miles.

Fresh Maryland crabmeat is the menu's focal point. "We serve it *meuniere, au gratin,* broiled with cheese and hot or cold with drawn butter," says the owner, "and we use crabmeat to stuff shrimp and flounder." Filipos also tops fish entrees and softshell crabs with pure backfin lump crabmeat, and he is particularly proud of his crab patties.

Other specialties include homemade clam chowder, oyster stew made-to-order, clams and oysters on the half shell, bouillabaisse, and fresh salmon, shark or tuna. The average check is nearly $30, and the restaurant turns its 36 seats quickly enough to do $400,000 in dinner sales yearly.

3 SOUTH ATLANTIC

Location: Sarasota, FL
Association member: Kenneth E. Neuhaus
Operation: Mel O Dee Restaurant
Profile: Fullservice family restaurant
In business: 32 years
Seats: 210
Meals served: Breakfast, lunch, dinner



"Business in our area is generally slower in the summer because there aren't as many tourists," says **Peter Fabrizio,** general manager of Mel O Dee Restaurant. "November to February is our peak period, but business has been steady this summer."

Mel O Dee is a traditional family restaurant, as demonstrated by its in-house baking, homemade soups and meats cut on the premises.

Businesspeople are responsible for the bulk of the lunch business; dinner draws mainly families and older people.

4 EAST NORTH CENTRAL

Location: Chicago, IL
Association member: Ed Prorok, Jr.
Operation: Home Run Inn Inc.
Profile: 2-unit fullservice pizza restaurant
In business: 40 years
Seats: 500, 300
Meals served: Lunch, dinner

"Summertime is our best time," says **Jerry May,** general manager of the Home Run Inn. "We get lots of people from the racetracks—just 5 minutes away—and from both of Chicago's major league baseball parks."

The Home Run, a west-side Chicago institution, serves up to 2,500 pizzas on a busy night. The pizzas—thin crust only—have been made the same way for 40 years: homemade sauces and crusts, fresh vegetables and meat that is deboned and prepared on the premises.

The Home Run also markets a frozen nine-inch pizza through nearly 1,000 Chicago-area stores. The size of the pies makes them a perfect snack for two people or a meal for one. According to May, one million frozen pizzas will be sold in 1987.

The Home Run is building a warehouse to increase its frozen pizza production. "We're thinking of marketing the frozen pizzas to some surrounding states," says May.

5 EAST SOUTH CENTRAL

Location: Vicksburg, MS
Association member: James Monsour
Operation: Maxwell's Restaurant
Profile: Fullservice restaurant and supperhouse
In business: 19 years
Seats: 85 in dining room, more than 400 in private rooms
Meals served: Lunch, dinner

"Most local businesspeople agree that this year's tourist

business is not as strong as in the past few years," says **James McMullin,** manager of Maxwell's. "Maybe Vicksburg and the state of Mississippi weren't promoted well enough this year. Still," he adds, "I can't complain."

After nearly 20 years under the original owner, Maxwell's changed hands last year, "but," says McMullin, "the name is still the same, and so is everything else." The restaurant continues to be known for its varied family cuisine and "old-fashioned Southern hospitality," says the manager.

The menu, jokes McMullin, lists "just about everything but the McDonald's hamburger." Favorites include steaks, grilled chicken livers, fried ham with raisin sauce, Southern fried chicken, catfish and oysters Rockefeller. In addition, the chef recently introduced a popular *whitened redfish,* which is topped with wine cream sauce and crabmeat.

6 WEST NORTH CENTRAL

Location: Northfield, MN
Association member: Brett Reese
Operation: Reub-N-Stein
Profile: Casual fullservice restaurant
In business: 18 years
Seats: 90
Meals served: Lunch, dinner

"Because we're in a college town, our business always drops a bit in the summer," says **Paul Goodfellow,** general manager of Reub-N-Stein. "But this has been our best summer yet." The restaurant's promotional activities include sponsoring a summer theater series at nearby Carleton College.

The rustic eatery, which resembles an old German tavern, does a brisk nighttime business at its two bars. "We get mostly businesspeople for dinner," says Goodfellow, "but our bar crowd is mostly students."

The specialty of the house is burgers and sandwiches, most of which are priced below $4. Ten different one-third-pound burgers, all fresh and hand-formed, are offered. The huge reuben, which accounts for half of the restaurant's name, leads the list of sandwiches.

Reub-N-Stein's menu also includes steaks, lasagna, chicken and chili. Recently, the owner has been experimenting with some vegetarian sandwiches and entrees, says Goodfellow, "because that's what the college crowd has been getting into."

7 WEST SOUTH CENTRAL

Location: El Paso, TX
Association member: Paul Peacock
Operation: Sioux Street
Profile: Fullservice restaurant
In business: 15 years
Seats: 135
Meals served: Lunch, dinner

"We're holding our own compared to lots of other local restaurants, but there have been quite a few closings," says **Paul Peacock,** owner of Sioux Street. "El Paso," he explains, "is a deceiving market because a relatively small core of people can afford to go to restaurants. In addition, we're closely tied to Mexico and the peso."

Sioux Street's Spanish facade belies its publike interior, which is dominated by dark woods, missionstone, exposed beams and carved trusses that were originally used in a turn-of-the-century municipal building. Located in the commercial district near El Paso Airport, the restaurant draws businesspeople and military customers from Fort Bliss.

Sioux Street specializes in seafood, prime rib and Mexican dishes. A popular appetizer is the *prime rib cocktail,* a nine-ounce cut covered with sauteed mushrooms and jack cheese and served on a bed of tomatoes, avocado and onion. *Puritas Sioux Street,* a Mexican dish adapted by the owner, consists of thin-sliced tenderloin covered with green chilies, red onions and fresh jalapenos and baked in its natural gravy with butter and spices.

8 MOUNTAIN

Location: Los Alamos, NM
Association member: Daniel Hogan
Operation: Los Alamos Inn
Profile: 115-room inn and restaurant
In business: 21 years
Seats: 145
Meals served: Breakfast, lunch, dinner

"Our business has been excellent," says **Bill Kee,** general manager of the Los Alamos Inn. "Over the years we've developed a very loyal clientele." The restaurant, which is housed in the main building of the hotel, resembles a private club, with its shuttered windows, chandeliers, high ceilings and three floor-to-ceiling windows.

Although the 115-room inn attracts mostly businesspeople and scientists who are visiting the nearby Los Alamos research center, the restaurant is particularly popular with local families.

Diners at the Los Alamos order from a broad menu of Spanish and American dishes. Steaks, prime rib, salmon, halibut and rainbow trout are balanced on the menu by fajitas, burritos, enchiladas and Mexican combination plates. A $5.25 "Sundowner Special," which includes a smaller serving of a selected entree plus rice or potatoes and salad bar, is offered each day from 5:00 to 6:30 p.m. The promotion, says Kee, has been an unqualified success, especially among older clientele.

9 PACIFIC

Location: Portland, OR
Association members: Gus Dussin, Robert Barr, John Dew
Operation: The Old Spaghetti Factory, Inc.
Profile: Fullservice multi-unit restaurant
In business: 18 years
Seats: 425
Meals served: Lunch, dinner

At The Old Spaghetti Factory in Portland, summertime is the peak period. "This summer's been excellent," says owner **Gus Dussin.** "We're having our best year ever." Portland's economy, he adds, "is on the upswing and ready to resume some growth."

The Old Spaghetti Factory chain, which started in Portland in 1969, now includes 20 units in different American cities plus four units overseas. Three new restaurants, in Atlanta, Oakland and Salt Lake City, are being built.

Like the Portland unit, most of The Old Spaghetti Factories are situated in renovated buildings in downtown areas. The restaurants are decorated with period furniture, antiques and polished woods, and each unit has a trolley car in the dining room.

The bulk of the restaurant's sales are, not surprisingly, spaghetti-oriented. The average check is $4.50 at lunch and $6.00 at dinner.

—David Slater

Domino's Pizza on the air

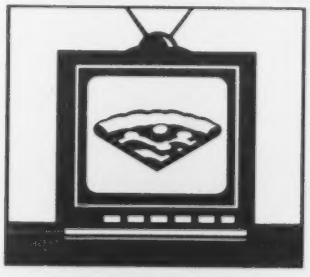
Domino's Pizza has joined the world of television. Its new video satellite network beams signals from company world headquarters in Ann Arbor, Michigan, to 10 Domino's sites around the country.

According to Tom Monaghan, company founder and president, the network was established to continue Domino's leadership role in the area of communicating with employees and training.

Jeff DeGraff, director of education and communications for Domino's, says the educational value of the new network is high because of its interactive capability, enabling people at remote locations to ask questions during the training programs. It also enables the company "to train employees we otherwise could not reach because of the high cost involved in bringing everyone together."

The video facilities will be available for use by other organizations both for videotape production and for field communications.

—Domino's Pizza



A $700 hamburger lunch

It was a quick, informal lunch. A customer came in for a hamburger and ended up with a $700 check.

But for $700 she got more than just a full belly. She also walked away with a rare poster that was hanging on the walls of The Collector, a new restaurant in Washington, DC. The burger itself cost only $5.

The Collector, open since mid-May, is a new twist in Washington's art scene. Owner Bill Wooby says he had to struggle with banks, insurance companies and the art community to get them to accept his new vision of how to sell art in Washington.

"Museums and galleries can be so cold and unfamiliar for a lot of people—here they can relax and slowly look at the art," explains Wooby. Wooby says he envisions The Collector as someone's home where diners can enjoy simple American cuisine and look at art over their shoulder.

—Washington Post

It's not the same old fortune cookie

Fortune cookies are getting a makeover, thanks to such bakers as George Yep, Philadelphia's main fortune cookie maker.

Yep and several other bakers nationwide are updating the crunchy cookie's prognostications, with such words of wisdom as "Confucious say: When person say 'love,' better make sure word touch wisdom tooth on way out of mouth." Still others are more off-the-cuff, such as "Never trouble trouble until trouble troubles you," or oddly specific, such as "You are going to get some new clothes."

Yep says his fortunes come the traditional way—

from a network of relatives and business associations. But he finds other sources, too. "Once in a while I get a gang of college kids. They have a party and write down their own fortunes," explains Yep.

Yep and others are also experimenting with the cookie's appearance. Yep says he is one of the first to make green cookies for St. Patrick's Day and to make wedding and bar mitzvah cookies. He makes specialized ones for political candidates, hospitals and other private firms that want to use them in a promotion.

—United Press International

New medical virtues for garlic

Garlic has been used for centuries to ward off everything from vampires to the plague. A new study from researchers at the Akbar Clinic and Research Center in Panama City, Florida, indicates that there may really be something to garlic's infection-fighting ability.

According to researchers, people who ate two to three heads of garlic each day for three weeks showed large increases in the activity of their white blood cells. When placed in a lab dish with a variety of cancerous tumor tissues, these "natural killer" cells killed up to 160 percent more tumor cells than did cells from people who had not eaten garlic.

Researcher Tariq Abdullah, M.D., wants to excite the scientific community with the medical virtues of garlic. "Garlic is not just an immune enhancer. It has the broadest spectrum of any antimicrobial substances that we know of—it's antibacterial, antifungal, antiparasitic, antiprotozoan and antiviral," he says.

The garlic consumed in the study was raw or a cold-aged, odorless commercial brand.

—Prevention

Unlimited drink refills

Self-service beverages are the latest newcomer to the "all-you-want" bar concept. Carl Karcher Enterprises in Anaheim, California, wants its customers to "Stay, just a little bit longer . . ." and so it is giving Carl's Jr. restaurants patrons the option of getting unlimited refills of soft drinks, coffee and tea at no extra charge. The introductory promotion also features a one-liter plastic mug, sold for 59 cents with a beverage.

New TV spots promoting the beverage bar feature company chairman Carl Karcher mingling with guests at the beverage bar. The theme music is from the popular 1962 hit "Stay."

—Carl Karcher Enterprises, Inc.

VideoTraining

Train Today Profit Tomorrow

The Education Foundation of the National Restaurant Association currently offers three VideoTraining Series to meet your training needs: **Waitstaff Training, Back-of-the-House Training,** and **Wine Training.**

With these training programs in hand, you can put together a successful training program or supplement your current program. In addition to providing reliable, straightforward instruction for your employees, the Foundation's VideoTraining reduces the planning and development time which often keeps busy foodservice operators/managers from giving their staff the full training they need.

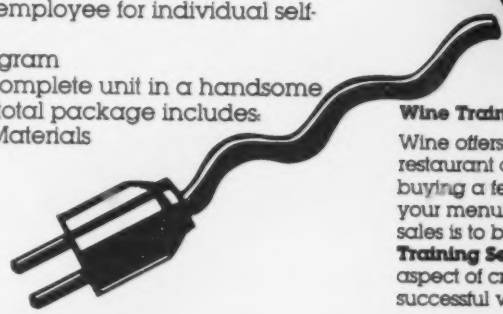
The consistent training message helps ensure standardization in your operation. Standardization means increased efficiency and productivity.

Creating professionalism adds to profit

VideoTraining gives your employees confidence in their jobs. That confidence, and the professionalism which goes with it, translates into reduced employee turnover and higher productivity. Each VideoTraining program is flexible and can be taught in a group session or used by an employee for individual self-instruction.

Materials provided with each VideoTraining program

VideoTraining programs come packaged as a complete unit in a handsome binder/cassette case, color coded by series. The total package includes: Video Cassette, Leader's Guide, Student Course Materials



Waitstaff Training Series 4 tapes

If service is poor, surveys show that three out of four guests will not be back. You can't afford to take that chance in your operation. The Foundation's **Waitstaff Training Series** will help you ensure your customers are always pleased with the service they receive in your operation.

Service Part 1

- Preparation
- Greeting the Customer
- Taking the Order

Service Part 2

- Serving the Meal
- Maintaining Service
- Presenting the Check and Saying Farewell

Winning Tips

Suggestive Selling

Suggestive selling puts everyone in a winning situation. For the restaurant it increases check averages. For the customer, it enhances the dining experience. And for the waitstaff it increases their check size and hence, their tips.

Teamwork

This video is both motivational and informative. It concentrates on the methods the waitstaff can use to build a "team" relationship with each other and the rest of your operation.

Back-of-the-House Training Series 3 tapes

Spanish version available

Safe and Quality Food—Your customers depend on it when they eat your food. This **Back-of-the-House Training Series** will teach your staff methods for ensuring that the food you present your customers is both high quality and safe.

Back-of-the-House Part 1

- Introduction
- Purchasing

Back-of-the-House Part 2

- Receiving
- Storage

Back-of-the-House Part 3

- Preparation and Handling
- Holding and Serving
- Cleaning and Sanitizing

Wine Training Series 3 tapes

Wine offers tremendous profit potential for restaurant operators. But it's not as simple as buying a few wines and putting them on your menu. The best way to build wine sales is to build wine knowledge. This **Wine Training Series** focuses on the important aspect of creating and reinforcing a successful wine sales program.

Merchandising Strategies

- Goals for your wine list
- Developing a wine list
- Merchandising techniques

Wine Server Selling Skills

- From knowledge of the wine list to serving techniques

Wine: From Vine to Glass

How to Implement VideoTraining 1 tape

Although each VideoTraining program stands on its own with step-by-step instructions, trainers who have never used video training methods before will find **How to Implement VideoTraining** very useful as they plan their training session.

These training videos are sold as a complete set for a discount or individually. Member prices range from $50 to $175 per tape. A complete catalog with detailed descriptions is available.

For more information on how to Train Today and Profit Tomorrow, call the Educational Foundation of the National Restaurant Association

800/424-5156

toll free or (202) 638-6100.

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